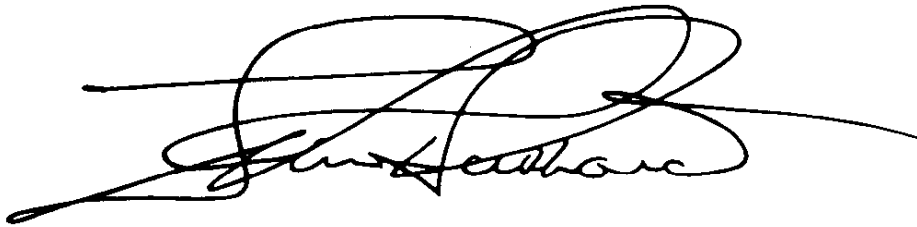


LRH

DANGER CONDITION HANDLING MINI-COURSE



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Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 25 MARCH 1985

Remimeo
All Execs
All Staff
All Orgs

DANGER CONDITION HANDLING MINI-COURSE

NAME: _____ POST: _____
ORG: _____ DATE STARTED: _____
DATE COMPLETED: _____

NOTE: This checksheet is to be done by ALL executives of ALL Scientology organizations. A thorough understanding of the Condition of Danger and its effective handling is vital to any executive in expanding his area and increasing its production.

- PREREQUISITES:
1. Student Hat or Basic Study Manual
 2. Staff Status II
 3. Introduction to Scientology Ethics Course
 4. Executive Status I, HCO PL 1 Aug 83

PURPOSE: To train an executive or staff member in the LRH policy of properly assigning and handling Danger Conditions.

LENGTH OF COURSE: 3 course periods (to complete through Section Six).

STUDY: The course is done once through with each item studied in sequence as indicated. Items marked with an asterisk (*) are to be starrated by students who are not Fast Flow.

NOTE: IF YOU HAVE DIFFICULTY OR CANNOT DO ANY DEMO, CLAY DEMO OR OTHER PRACTICAL ACTION ON THIS CHECKSHEET, IMMEDIATELY FIND AND CLEAR THE MIS-US UNTIL YOU CAN DO THE ACTION OR DEMONSTRATION CALLED FOR.

PRODUCT: An executive or staff member who knows, understands and can and does apply the LRH tech and policy regarding the Condition of Danger and its handling.

CERTIFICATE: Upon successful completion of this course the graduate may be awarded a certificate of DANGER CONDITION HANDLING MINI-COURSE GRADUATE.

SECTION ONE: KEEPING SCIENTOLOGY WORKING

- | | | | | | |
|----|--|--|-------|-------|-------|
| 1. | HCO PL 7 Feb 65
Reiss. 27.8.80 | KSW Series 1
KEEPING SCIENTOLOGY WORKING | _____ | _____ | _____ |
| 2. | HCO PL 17 Jun 70RB
Re-rev. 25.10.83 | KSW Series 2B
TECHNICAL DEGRADES | _____ | _____ | _____ |
| 3. | HCO PL 14 Feb 65
Reiss. 30.8.80 | KSW Series 1
SAFEGUARDING TECHNOLOGY | _____ | _____ | _____ |
| 4. | | | _____ | _____ | _____ |
| 5. | | | _____ | _____ | _____ |
| 6. | | | _____ | _____ | _____ |

SECTION TWO: KEY WORDS

1. Look up the following words in the Admin Dictionary as well as a good English dictionary, and clear them fully.

ETHICS	_____	HANDLE	_____	SITUATION	_____
JUSTICE	_____	ASSIGN	_____	INVESTIGATION	_____
DANGER	_____	DISCIPLINE	_____	HONEST	_____
CONDITION	_____	REORGANIZE	_____	FORMULATE	_____
FORMULA	_____	POLICY	_____	PREVENT	_____
OVERTS	_____	OUT-ETHICS	_____	BY-PASS	_____
WITHHOLDS	_____	HABIT	_____	ROUTINE	_____

SECTION THREE: STATISTICS AND CONDITIONS

1.	HCO PL 5 May 71RA II Re-rev. 27.8.82	READING STATISTICS	_____	_____	_____
2.	*HCO PL 28 Sep 82	THE BASICS OF STATISTICS AND MANAGEMENT	_____	_____	_____
3.	*HCO PL 6 Nov 66R I Rev. 9.11.79	ADMIN KNOW-HOW STATISTIC INTERPRETATIVE STATISTIC ANALYSIS	_____	_____	_____
4.	HCO PL 20 Oct 67	CONDITIONS, HOW TO ASSIGN	_____	_____	_____
5.	<u>ESSAY:</u> How statistics and stat graphs are used in assigning conditions.				
6.	<u>PRACTICAL:</u> Inspect 2 different posts or areas in an org. Determine the condition that should be applied to each. Write up your actions and conclusions and turn them in to the supervisor.				
7.			_____	_____	_____
8.			_____	_____	_____
9.			_____	_____	_____

SECTION FOUR: DANGER CONDITION DETECTION AND ASSIGNMENT

1.	*HCO PL 28 Feb 66	DANGER CONDITION DATA WHY ORGANIZATIONS STAY SMALL	_____	_____	_____
2.	*HCO PL 16 Jan 66R Rev. 29.11.79	DANGER CONDITION	_____	_____	_____
3.	<u>CLAY DEMO:</u> Each of the three situations in which a Danger Condition is normally assigned.				
4.	*HCO PL 19 Jan 66 III	DANGER CONDITION - RESPONSIBILITIES OF DECLARING	_____	_____	_____
5.	*HCO PL 24 Mar 85	RESPONSIBILITY, CONTROL AND DANGER CONDITIONS	_____	_____	_____
6.	<u>ESSAY:</u> Why it is true that: "If you have to do the work on a by-pass you must get the Condition declared and follow the formula."				
7.	<u>DEMO:</u> "...danger conditions occur only when there are fundamental disagreements on a command channel."				
8.	*HCO PL 1 Feb 66 II	DANGER CONDITIONS INSPECTIONS BY EXECUTIVE SECRETARIES, HOW TO DO THEM	_____	_____	_____
9.	<u>DEMO:</u> How to do an executive inspection into an area.				

- 10. *HCO PL 19 Jan 66 DANGER CONDITION WARNING
THE JUNIOR WHO ACCEPTS
ORDERS FROM ANYONE
- 11. *HCO PL 15 Jan 66 HOLD THE FORM OF THE ORG
DON'T BRING ABOUT DANGER
CONDITIONS
- 12. DEMO: How knowing and holding the form of the org
can prevent Danger Conditions from occurring.
- 13. HCO PL 23 Feb 66 APPOINTMENTS AND PROMOTIONS
- 14. HCO PL 19 Jan 66RA II LRH Communicator Series 4
Re-rev. 7.6.84 LRH COMMUNICATOR ORDERS
- 15. HCO PL 30 Jan 66RA LRH Communicator Series 5
Re-rev. 7.6.84 ORG LRH COMM REPORTS TO
LRH COMM INT
- 16. _____
- 17. _____
- 18. _____

SECTION FIVE: DANGER CONDITION HANDLING

- 1. *BOOK: INTRODUCTION TO SCIENTOLOGY ETHICS
Section headed "DANGER"
- 2. DEMO: (a) Each of the steps of the Senior
Danger Formula.

(b) Each of the steps of the First
Dynamic Danger Formula.

- 3. Clear the following words using the Tech
Dictionary, Admin Dictionary, and a good
English dictionary:

TRUTH _____	TIME _____	PLACE _____
STUPIDITY _____	FORM _____	EVENT _____
MECHANICAL _____	MECHANICAL DEFINITION _____	

- 4. *HCOB 2 Mar 84 OAK WRITE-UPS
- 5. *HCO PL 3 May 72R Executive Series 12
Rev. 18.12.77 ETHICS AND EXECUTIVES
- 6. DEMO: To a twin demonstrate each of the 6 steps
for getting in ethics on a staff member per
Exec Series 12.

- 7. *HCO PL 22 Mar 85 FULL DANGER CONDITION
HANDLING
- 8. *HCO PL 9 Apr 72R ETHICS CORRECT DANGER
CONDITION HANDLING

- 9. DEMO: Use of the Trouble Area Questionnaire.
- 10. HCO PL 3 Apr 72 Esto Series 13

- 11. DEMO: (a) A staff member wholly doing what he is
doing on post. DOING WORK
(b) A staff member "doing a job that is
not doing what he is doing".

- 12. HCO PL 13 Oct 80 **ETHICS CHANGE** _____
- 13. DEMO: Each step of a Danger Condition handling per HCO PL 22 Mar 85, FULL DANGER CONDITION HANDLING _____
- 14. *HCO PL 24 Dec 66 II Admin Know-How Series 11
Correction and Addition **HOW TO PROGRAMME AN ORG
CORRECTIONS AND ADDITION
SEQUENCE OF PROGRAMMES
CORRECTION** _____
- 15. DEMO: Steps 1 and 2 for overhauling a project per AKH Series 11. _____
- 16. HCO PL 17 Sep 80 **FORMULAS** _____
- 17. HCO PL 2 Nov 82 **CONDITIONS HANDLINGS** _____
- 18. DEMO: The difference between DOING the conditions formulas and "doing" them as an administrative exercise. _____
- 19. _____
- 20. _____
- 21. _____

SECTION SIX: TECHNICAL HANDLING

- 1. HCOB 19 Jan 66 DANGER CONDITIONS
TECHNICAL DATA FOR
REVIEW AUDITORS _____
- 2. HCOB 22 Mar 72RA Rev. 24.3.85 DISAGREEMENT CHECK _____
- 3. DEMO: How you as an executive can utilize the Qual Division to get disagreements handling done on a staff member in a Danger Condition. _____
- 4. HCOB 28 Sep 82 C/S Series 115
MIXING RUNDOWNS AND REPAIRS _____
- 5. DEMO: Why C/S OK must be obtained before pulling O/Ws or doing other case-type actions on a person. _____
- 6. HCOB 20 Apr 72 II C/S Series 78
PRODUCT PURPOSE AND WHY
AND WC ERROR CORRECTION _____
- 7. DEMO: What you would do if a staff member you had recently handled on a Danger Condition showed a sudden change for the worse (e.g. illness, upset, lowered tone), and why this is VITAL. _____
- 8. *HCOB 28 Oct 76 C/S Series 98
AUDITING FOLDERS, OMISSIONS
IN COMPLETENESS _____
- 9. DEMO: Why ALL worksheets from ethics interviews and handlings MUST be sent directly to the person's pc folder. _____
- 10. _____
- 11. _____
- 12. _____

SECTION SEVEN: PRACTICAL

- 1. PRACTICAL: Inspect your own area and statistics. If there is any Danger Condition evident do a full Danger Condition handling on it, to a result of condition handled and statistics rising. _____

2. PRACTICAL: Locate a person who is in a Condition of Danger in some area of their post or life. Handle that person fully using the data and procedures covered on this course. Keep full records of the situation found and your handling of it. It is optimum that this practical be done on someone in your immediate post area, or at least in your organization.

3.

4.

5.

SECTION EIGHT: STUDENT COURSE COMPLETION

1. I attest that I have fully completed the above checksheet, have no misunderstands on the course materials, and can consistently and successfully apply the materials of the course.

STUDENT: _____ DATE: _____

2. I have trained this student to the best of my ability and he/she has completed the requirements of this checksheet and knows and can apply the checksheet data.

COURSE SUPERVISOR: _____ DATE: _____

3. CONDITIONAL: If the student has not completed Method 1 Word Clearing and the Student Hat, or the Primary Rundown or Primary Correction Rundown, a written examination is to be done in Qual on the materials of this checksheet. Pass is 85%.

DIR VALIDITY: _____ DATE: _____

4. The student attests to having:

(a) properly enrolled on the course, (b) paid for the course, (c) studied and understood all the materials of the checksheet, (d) done the drills called for on the checksheet and (e) can produce the results required in the materials of the course, and is awarded the certificate of DANGER CONDITION HANDLING MINI-COURSE GRADUATE (Provisional).

STUDENT: _____ DATE: _____

CERTS & AWARDS: _____ DATE: _____

Route this form to the Course Administrator for filing in the student's folder.

L. RON HUBBARD
FOUNDER

Checksheet compilation
assisted by
LRH Technical Research
and Compilations

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 MAY 1971RA
ISSUE II
REVISIOED 9 NOVEMBER 1979
RE-REVISED 27 AUGUST 1982
(Revisions in Script)
(Ellipsis denotes deletion)

Remimeo
OEC Check-
sheet

(Re-revised 27 Aug 82 to update the reference section of the issue, to delete from the third paragraph the statement describing Power as "Near vertical up", and to clarify the condition of Power as a trend.)

READING STATISTICS

<u>REF:</u> HCO PL 9 Nov 79R	HOW TO CORRECTLY DETERMINE A
Rev. 27.8.82	STAT TREND
HCO PL 3 Oct 70RA	STAT INTERPRETATION
Rev. 27.8.82	
HCO PL 6 Nov 66R I	ADMIN KNOW-HOW, STATISTIC
Rev. 9.11.79	INTERPRETATIVE, STATISTIC
	ANALYSIS
HCO PL 6 Mar 66 II	STATISTIC GRAPHS, HOW TO
	FIGURE THE SCALE
HCO PL 27 Aug 82	VITAL DATA: POWER AND
	AFFLUENCE CONDITIONS

In a local org area one reads the Division stats for the WEEK. A Dept reads its stats by the DAY. A section does it by the HOUR. You can also read all Div GDSes by the day; successful orgs do.

TRENDS are used in more remote areas from the org, to indicate successful leadership or broad admin or tech situations. TRENDS are used locally to estimate expansion or warn of contraction.

Thus in weekly condition assignments one only considers two things: that exact week and the slant of that one line. Steep near vertical down: Non E. Down: Danger. Slightly down or level: Emergency. Slightly up: Normal. Steeply up: Affluence. . . . (As Power is a trend, it is not judged on a one-week basis only nor by a single line on a graph. Power is a Normal trend maintained in a high, high range; thus a Power condition must be determined by more than one week's worth of stats.)

Note that these slants for Non E through Affluence are used to determine the stat condition for the week. Measuring stat trends, a trend over a 3 or 6 week period or longer, is covered in HCO PL 9 Nov 79R, Rev. 27.8.82, HOW TO CORRECTLY DETERMINE A STAT TREND. Additional data on Power as a trend is given in HCO PL 27 Aug 82, VITAL DATA: POWER AND AFFLUENCE CONDITIONS.

The volume of the stat has little to do with it. Level at high or level at low are alike Emergency.

The proof of this is that you always find a why and it's always some change.

Typical argument about stats: "I know it's down a bit but it's so high generally that it's Power." (Even with stats validly in a Power range one would handle a dip in the stats

with the appropriate condition (formula.) Or: "I know it rose but it's so low that it's really Non E." All this is being reasonable. Status think.

When you don't value stats this way you don't catch the improvements or flubs that, piled up, wreck an org.

I recall a D of T who had high high stats. One week they plunged. He said, "Oh of course. We graduated some students and....." But I rejected that and looked and looked and lo and behold they'd changed their method of handling students! This, found and repaired, sent their stats soaring!

When you let status reasoning get into stat assignment of conditions, the org has had it!

The weekly condition assignments must be accurate. Only in that way can one maintain expansion.

Also, it's a bit mean to nag around about a rise. "But it isn't much of a rise, you're really in too low a range to have a rise count....."

A rise is a rise. They at least got more. Now, better organizing, they will get more than that. Week by week it goes up.

Similarly to discount a fall just because stats are high high high is folly. They could do week before last's as they did it. So what was wrong that they couldn't do it again? If they got exhausted at it week before last they need more help, obviously. Or better organization.

Only if you use the single week can you properly locally manage.

If you keep it up the org will start to occupy more space, need more people, need more equipment. Actually the area control of the org increases and stability and viability increase.

If stat declines for the week are brushed off the org will shrink, become less stable, will demand more work by fewer and will be a burden.

When you manage by the stat you don't go wrong. But it has to be an honest stat and explanations that aren't the real why have to be rejected.

As you work with this, all becomes revealed. And one has a total control of survival.

L. RON HUBBARD
FOUNDER

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INTERNATIONAL

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 28 SEPTEMBER 1982

Remimeo
All Orgs
& Missions
All Staff

THE BASICS OF STATISTICS AND MANAGEMENT

Trend monitors all graph readings.

Viability monitors all graph readings.

The place you are on a chain of command monitors all graph readings. The higher you are the longer the trend you read.

Correct scaling is vital to reading a graph.

If a stat is your own, you could probably monitor it on a one day basis but you sure better NOT start on a long condition formula for that day because you won't finish it by the next day. So there is such a thing as a short application and a long application of conditions formulas.

Nowhere in stat reading are any positions on the sheet drawn to indicate the different conditions.

In managing by stats, one is talking about managing and managers. A worker can manage by one day and should -- he also manages by trend.

A division can manage by the day or half-week and also by trend.

An Exec Council manages by the week and also by trend.

A Continental Area can manage by the week (difficult), but basically by three weeks and also by trend.

An International management body manages by six weeks or so and also by trend but on a fast stat system keeps track of the one week so as to predict.

A Product Officer at any level can manage by any time segment and should. But if he is too distant from the zone of operations he can put all lower echelons below him into a permanent danger condition.

As stat management can be made to go wrong by ignoring the above factors, the advice of senior management echelons should be sought in case of doubt or difficulty. But this must not open the door to squirrelling.

There is a factor known as judgment and no amount of conditions applications in your org or area is going to prevent a mistake in some other org or area (such as Bide-A-Wee Chemical's truck breaking down and crashing your delivery stat on a one day basis).

And this gets us into the area of stat analysis. A condition is not going to repair that truck and stat analysis is not a substitute for getting something done. It simply tells you what procedure to follow THAT WILL RESOLVE THE STAT.

Similarly, there is no rote method of determining the condition of a stat by the number of degrees of angle from the horizontal. If the condition of a stat is not immediately obvious (and it should be with a quick glance at the graph if it is drawn properly), then, again, judgment is the key. One must realize that a condition is an operating state of existence. The different conditions formulas make up a SCALE which shows the condition or state, which is to say the degree of success or survival of that individual post, division, Exec Council, Continental Area or International Area at any one particular time and as compared to other times.

These conditions flow, one to the next, and within each one there is a flow from one step of one condition to the next step of that condition. Let us say that one is in a particular condition. And that one is working on and through step number 3 of that condition. Well it just so happens that when he finishes that, the next thing he should and must do in order to improve the scene and raise his stats is the next step, step 4, of the formula for that condition. And when he finishes all the steps of the formula for that condition, then the next thing he must do to further improve the scene and further raise his stats is apply the first step of the formula for the next condition above.

It isn't that this is a cute, neat system. It is just that that is the way it happens to be, like it or not, in this universe or any other you will have anything to do with. And, apparently, understanding this, some people have managed to apply this to their stat and their post when they might have had some kind of doubt as to what condition to apply to their stat in order to resolve their stat and raise it.

One fellow told me once, "I used to get hung up with assigning a condition to my stat if I had to do it only according to what was the slant of the line. But if I wanted to get my stat up that week, I would have a look at the conditions formulas and decide which I had to apply that would handle the scene and raise my stat back up to the higher conditions." He was right. This is the factor of judgment. "How am I going to handle this scene and resolve the statistic that measures it? Well, let's see what condition this is really in. Well, the stat is going up and I'm sure that if I keep doing what I'm doing I can get it up again....Hey! that's the normal formula....that's right....I'm in normal! Okay. That's the condition formula I will do....."

Basically, you must realize that one can go pretty rote on this and the real way to do it is to understand the conditions formulas, understand what one is trying to do and what one is trying to get done, and apply the correct condition formula. (Example: where a stat is in completely non-viable range, it is really in non-existence or worse and the handling is to put something there to have a stat for or do something that deserves a stat.) And only then will management by stats begin to work well for you. In this case, however, trends are very important.

And at the upper end of the scale if one has achieved the super-abundance of high affluence or power, little wobbles don't require hour by hour changing conditions.

But trends do require changing conditions.

One must realize that in a stat one is handling an indicator of complex conditions and stats are indicators of the real universe. They are not a thing in themselves. It is vital to use them and vital to use the formulas but remember that a stat is simply an

index of things as they have been and that inform you of the relative need of action and that the condition is a tool to change their future.

L. RON HUBBARD
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 NOVEMBER 1966R

Remimeo

Issue I

REVISED 9 NOVEMBER 1979

(Revisions in this type style)

Admin Know-How Series 5R

STATISTIC INTERPRETATIVE

STATISTIC ANALYSIS

Ref:

HCO PL 9 Nov. 79*	HOW TO CORRECTLY DETERMINE A STAT TREND
HCO PL 3 Oct. 70R* Rev. 9.11.79	STAT INTERPRETATION
HCO PL 6 Mar. 66 II	STATISTIC GRAPHS—HOW TO FIGURE THE SCALE
HCO PL 5 May 71R II* Rev. 9.11.79	READING STATISTICS

This policy letter has been revised to fully clarify the correct method of reading stat trends under the sections "Backlogs" and "The Dangerous Graph" and to reference the main policy letters containing data on reading stats and stat trends.

The subject of making up statistics is probably well known. How one draws one. But the subject of what they mean after they are drawn is another subject and one which executives should know well.

Things are not always what they seem in statistics.

BACKLOGS

A backlog caught up gives one a high soaring statistic which promptly slumps. To call the soar affluence and the slump emergency is an executive error.

When you see a leaping and diving pattern on something that *can* be backlogged, you can be very sure it has been.

This activity is working in fits and starts, usually only occasionally manned.

For a long time nothing is done or counted; then suddenly a month's worth is all counted in one week.

So when you see one of these, realize that the one surge in stats is averaged out with the smaller peaks and the depressions. You have to visually average the peaks and valleys and note the trend the entire stat is taking.

CAUSATIVE STATISTICS

In any set of statistics of several kinds or activities, you can always find one or more that are not "by luck" but can be directly caused by the org or a part of it.

An example is the "letters out" and "completions." Gross divisional statistics.

Whatever else is happening, the org itself can improve these as they depend only on the org, not on “fate.”

So if you see the gross divisional statistics generally down or going down for the last couple or three weeks and yet see no beginning upsurge in the current week in “letters out” and “completions,” you know that the org’s management is probably inactive and asking to be removed. For if they saw all stats going down they should have piled in on “letters out” and “completions” amongst other things as the least they could do. They *can* push those up.

So amongst any set of statistics are those which can be pushed up regardless of the rest, and if these aren’t, then you know the worst—no management.

ENROLLMENT VERSUS COMPLETIONS

If you see a statistic going up in “completions” and see a falling “enrollment” statistic, you know at once the body repeat sign-up line is *out*.

People who graduate are not being handed their certs and awards by a Registrar but are being given them by Certs and Awards or in mass meetings, or in some way repeat sign-up is not being procured.

Thus the 40% to 60% repeat sign-up business is being lost.

This also means, if continued over a long period of time, that bad technology is present as poor word-of-mouth advertising is going around.

Look in such a case at a third statistic—Qual collections. If this is poor or very, very high, you can be sure that lack of enrollments is caused by bad tech.

A very high Qual collections statistic and a low enrollment statistic is a terrible condemnation of the Tech Division. Gross income will soon after collapse as tech service just isn’t good.

COMPARING STATISTICS

Thus you get the idea. Statistics are read against each other.

A statistic is a difference between two or more periods in time so is always comparative.

Also, two different statistics are comparative, such as in examples above.

PREDICTION

You can predict what is going to happen far in advance of the occurrence, using statistics.

High book sales mean *eventual* prosperity. Low book sales mean eventual emergency all along the line.

High gross income and low completions mean eventual trouble as the org isn’t delivering but is “backlogging” students and pcs simply by not getting results. Carried on long enough this means eventual civic and legal trouble.

Low FSM commissions may only mean no FSM program. But if there is an FSM program, then it may mean bad tech. So a low completion and low Qual will mean an eventual collapsed FSM statistic also, as the FSM’s own area is being muddied up by failed cases.

High book sales, high letters out, high Tech and high Qual statistics mean the gross income statistic will soon rise. If these are low, then gross income will fall.

Bills owed and cash in hand are read by the distance between the two lines. If it is narrowing, things are improving; if widening, things are getting worse. If they are far apart and have not closed for a long while, with the cash graph below, the management is dangerous and not at all alert.

THE DANGEROUS GRAPH

When all statistics on one set of graphs show a sinking TREND line, it is a dangerous situation.

TREND means an inclination or tendency toward a general course or direction. Thus to get the trend one would look at several weeks worth of stats.

To read the stat trend, one needs to visually average the peaks and valleys over a specific time period on the graph. It is done with the eye; there is no internal system of lines that can be drawn to assist this. One sits back and looks at the pattern as a whole and there is a definite pitch or slant that one can determine by this. That is the stat trend.

If all of these stat trends or most of them are down, the management is inactive.

FALSE COMBINATIONS

When a Continental Org includes its own org on its combined graphs for area orgs, it can have a very false picture.

Its own org's stats obscure those of the area orgs which may be dying.

Thus if you include a big function with a lot of small ones on a combined graph, you can get a very false idea.

Thus, graph big functions as themselves and keep them out of small functions of the same kind.

The Continental Org should not be part of a Continental Exec Div's statistics. Similarly, SH stats should not be part of WW's.

A combined statistic is, of course, where you take the same stats from several functions and add them up to one line. A very large function added into a combined graph can therefore obscure bad situations. It can also obscure a totally inactive senior management as the big function under its own management may be wholly alert and competent, but the senior management is masked from view by this one going concern, whereas all its other points except the big one may be collapsing.

THE BIGGEST MISTAKE

The one big god-awful mistake an executive can make in reading and managing by graph is *being reasonable* about graphs. This is called **JUSTIFYING A STATISTIC**. This is the single biggest error in graph interpretation by executives and the one thing that will clobber an org.

One sees a graph down and says, "Oh well, of course, that's . . .," and at that moment you've had it.

I have seen a whole org tolerate a collapsed completions graph for literally months because they all "knew the new type process wasn't working well." The Tech Sec had **JUSTIFIED** his graph. The org bought it. None thought to question it. When it was pointed out that with the same processes the preceding Tech Sec had a continual high graph, and a suppressive was looked for, it turned out to be the Tech Sec!

Never **JUSTIFY** why a graph continues to be down and never be reasonable

explanation that is valid at all is, "What was changed just before it fell? Good. Unchange it fast!" If a graph is down it can and *must* go up. How it is going to go up is the only interest. "What did we do each time the last few times just before it went up? Good. Do it!"

Justifying a graph is saying, "Well, graphs are always down in December due to Christmas." That doesn't get it up or even really say why it's down!

And don't think you know why a graph is up or down without thorough investigation. If it doesn't stay up or continues down then one didn't know. It takes very close study on the ground where the work is done to find why a graph suddenly rose or why it fell.

This pretended knowledge can be very dangerous. "The graph stays high because we send out the XY Info Packet," as a snap judgment, may result in changing the Dissem Sec who was the real reason with his questionnaires. And the graphs fall suddenly even though no info packet change occurred.

GROSS REASONS

Graphs don't fall or rise for tiny, obscure, hard-to-find reasons. As in auditing, the errors are always BIG.

Book sales fall. People design new flyers for books, appropriate display money, go mad trying to get it up. And then at long last one discovers the real reason. The bookstore is always shut.

A big reason graphs fall is there's nobody there. Either the executive is double-hatted and is too busy on the *other* hat, or he just doesn't come to work.

STICKY GRAPHS

Bad graphs which resist all efforts to improve them are *made*. They don't just happen.

A sticky graph is one that won't rise no matter what one does.

Such a graph is *made*. It is not a matter of omission. It is a matter of action.

If one is putting heavy effort into pushing a graph up and it won't go up, then there *must* be a hidden counter-effort to keep it down.

You can normally find this counter-effort by locating your biggest area of non-compliance with orders. That person is working *hard* to keep graphs down.

In this case it isn't laziness that's at fault. It's counter-action.

I have never seen an org or a division or a section that had a sticky graph that was not actively pushing the graph down.

Such areas are not idle. They are not doing their jobs. They are always doing *something else*. And that something else may suddenly hit you in the teeth.

So beware of a sticky graph. Find the area of noncompliance and reorganize the personnel or you, as an executive, will soon be in real hot water from that quarter.

Those things which suddenly reared up out of your in-basket, all claws, happened after a long period of sticky graphs in that area.

Today's grief was visible months ago on your stats.

SUMMARY

The simple ups and downs of graphs mean little when not watched over a period of time or compared to other graphs in the same activity.

One should know how to read stats and what they mean and why they behave that way so that one can take action in ample time.

Never get *reasonable* about a graph. The *only* reason it or its trend is down is that it is down. The thing to do is get it up.

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*[Note: Three of the issues referenced at the start of HCO PL 6 Nov. 1966R, Admin Know-How Series 5R, STATISTIC INTERPRETATIVE—STATISTIC ANALYSIS have been revised. These revised issues are HCO PL 9 Nov. 1979R, revised 27 Aug. 1982, HOW TO CORRECTLY DETERMINE A STAT TREND; HCO PL 3 Oct. 1970RA, revised 27 Aug. 1982, STAT INTERPRETATION; HCO PL 5 May 1971RA, revised 27 Aug. 1982, READING STATISTICS.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 20 OCTOBER 1967

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Admin Know-How Series 17

CONDITIONS, HOW TO ASSIGN

Every post and part of an org must have a statistic which measures the volume of product of that post. The head of a part has the statistic of that part.

Every post or part of an org has a product. If it has no product, it is useless and supernumerary.

An Exec Sec has the products of his or her portion of the org. The first product of an Exec Sec is, of course, his or her portion of the org's divisions. If the portion itself does not exist, then of course the Exec Sec has no stat at all as an Exec Sec even if very busy—so he or she is not an Exec Sec despite the title. This is true of a department head, a section head and a unit head. One can't really be the one in charge if the thing one is in charge of doesn't exist. Also, things that don't exist themselves can have no product.

The whole rationale (basic idea) of the pattern of an org is a unit of 3. These are

THETAN
↓
MIND → BODY → PRODUCT.

In Division One the HCO Sec is the thetan, Department One the MIND, Department Two the BODY and Department Three the PRODUCT. The same pattern holds for every division.

It also should hold for every department and lower section and unit.

And above these, it holds for a portion of an org.

In the HCO portion of the org we have the HCO Exec Sec as the thetan, the Exec Div (7) as the MIND, Division One as the BODY and Division Two as the PRODUCT. And so with other parts of an org. They always go

THETAN
↓
MIND → BODY → PRODUCT.

Now if you know and understand and can apply this, you can not only plan or correct an org or one of its parts, you can also assign conditions correctly. You need data gained from inventories or counts of items or the statistic assigned and drawn.

It is *not* enough to *only* follow graphs. That is a *lazy, lazy, lazy*, no-confront method when used alone. Graphs can be falsified, can be too fixed on one thing and can ignore others unless you read *all* the graphs of the part you are interested in.

Graphs are a *good indicator* and should be used wherever possible. BUT you must also keep in mind that it requires ALL the graphs to be wholly accurate in a conditions assignment and the most accurate conditions assignment possible and that the graphs must be based on ACTUAL figures.

So, to begin, you look at the graphs. You look for recent ups and downs. Then

you look for trends (long-range drifts up or down). Then you look for discrepancies. Like high enrollment—low income, high letters out—low enrollment weeks later.

It is safe enough *at first* to simply assign moderate conditions (Emergency, Normal, Affluence) by the current ups and downs of the graphs. This should result in *expansion*.

EXPANSION (product increase) is THE WHOLE REASON you are assigning conditions in the first place, so you expect, reasonably, that if you assign conditions by graph you will get expansion.

Now, after a while (weeks or months) you see you *are* getting expansion so you go on assigning conditions by graph. An Exec Sec would also inspect the physical areas of Dangers and Affluences as a matter of course.

BUT let us take the reverse case. You assign conditions by graph (and inspections of Danger and Affluence) and what you are assigning conditions to DOESN'T expand!

Well, now we get to work: There is something wrong.

The first thing that can be wrong is that what you are assigning conditions to really doesn't exist. The Director of Comm does not have a Department of Comm. He has only a messenger-telex operator, no way to handle his other departmental functions and answers the phone himself.

So, finding no department, REGARDLESS OF OTHER REASONS ("can't get staff" "income too low" "no quarters"), you bang him with a condition of Non-Existence. Because he obviously doesn't exist as a Dir Comm, having no Comm Dept. (Non-Existence is also assigned for NO USE and NO FUNCTION.)

Now, if this assignment to the Dir Comm of Non-Existence—with no further help from you, mind—does not result in a Comm Dept in a reasonable time, you assume he doesn't want one to be there and you assign a condition of Liability.

You don't *explain* it all away. That's what *he's* doing so why imitate him?

You don't say, "He's just overwhelmed—new—needs a review—natter, natter, figure, figure." You simply ASSIGN!

He STILL doesn't get a Comm Dept there.

You inspect. You find the Ethics Officer isn't enforcing the Liability penalty ("Pete is my pal and I . . ."). So you assign the Ethics Officer a condition of Liability as he gets, naturally, what he failed to enforce.

Now they mutiny and you assign a condition of Treason, shoot both of them from guns and fill the posts.

The new incumbents you tell, "The boys before you aren't here now and aren't likely to be trained or processed until we get around to the last dregs so we hope you do better. You begin in Non-Existence. I trust you will work your way out of it at least into Danger before the week is out. As you are just on post, the penalties do not apply for Non-Existence. But they will after 30 days. So let's get a Dept of Comm and an Ethics Section."

Now of course, if the E/O had to be shot from guns, Dir I & R is at once assigned a DANGER CONDITION complete with penalties as that section was in his/her dept.

If there's no HCO (Div 7, 1, 2) part of the org, the LRH Comm of that org yells for the next senior org to act. And if there's no LRH Comm, the next senior org should see that it's gone by lack of stats or reports or expansion and act anyway.

Now you say, "But that's ruthless! No staff would. . . ."

Well, such a statement reasoning is contrary to the facts.

The only time (by actual experience and data) you lose staff and have an unstaffed org is when you let low stat people in. Low stat personnel *gets rid of* good staff members. An org that can't be staffed has an SP in it!

Orgs where ethics is tight and savage grow in numbers!

Man thrives, oddly enough, only in the presence of a challenging environment. That isn't my theory. That's fact.

If the org environment is not challenging, there will be no org.

We help beyond any help ever available anywhere. We are a near ultimate in helping. At once this loads us up with SPs who would commit suicide to prevent anyone from being helped and it lays us wide open as "softees" to any degraded being that comes along. They are *sure* we won't bite so they do anything they please. Conditions correctly assigned alone can detect and eject SPs and DBs.

So if we help so greatly, we must also in the same proportion be able to discipline. Near ultimate help can only be given with near ultimate discipline.

Tech can only stay itself where ethics is correctly and ruthlessly administered. Admin like ours has to be high because our orgs handle the highest commodity—life itself.

So our admin only works where tech is IN. And our tech works only where ethics is in.

Our target is not a few psychiatric patients but a cleared universe. So what does THAT take?

The lowest confront there is, is the confront of evil. When a living being is out of his own valence and in the valence of a thoroughly bad, even if imaginary, image, you get an SP. An SP is a no-confront case because, not being in his own valence, he has no viewpoint from which to erase anything. That is all an SP is.

BUT the amount of knowing havoc an SP can cause is seen easily if only in this planet's savage, cruel wars.

An executive who cannot confront evil is already en route to becoming suppressive.

Next door to the "theetie-weetie" case is the totally overwhelmed condition we call SP (suppressive person).

It is so *easy* to live in a fairyland where nothing evil is ever done. One gets the image of a sweet old lady standing in the middle of a gangster battle with bodies and blood splattering the walls saying, "It's so nice, it's only a boy's game with toy guns."

The low statistic staff member who never gets his stats up is *making* low stats. He isn't idle. It's a goodie-goodie attitude to say, "He just isn't working hard." The chronic low-stat person is working VERY HARD to keep the stat DOWN. When you learn that, you can assign conditions and make an org expand.

When stats WON'T come up, you drop the condition down. Sooner or later you will hit the REAL condition that applies.

Conversely, as you upgrade conditions you will also reach the condition that applies. Some staff members are in chronic *Power*. Who ever assigns it? They take over a post—its stats soar. Well, to measure just stats of the post taken over as his condition is false since his personal condition is and has been *Power*. And if it *is* Power, then that personal condition should be assigned.

That is very easy to see.

BUT what if you have a personnel who whenever he or she takes over a post the stat collapses?

Well you better assign that one too. For just as the one in Power *works* to maintain up stats, the one in the lower condition, whether one cares to confront it or not, works too and is just as industriously collapsing not only his own post stats but also the stats of posts adjacent to his! So he is at least a condition of Liability as the post if vacant would only be in Non-Existence! And as somebody next to it might do a little bit for it, it might even get up to Danger condition, completely unmanned!

DISCREPANCIES

When there are discrepancies amongst statistic graphs, **SOME** graph is false.

When you find a false graph, you assign anyone who falsified it intentionally and knowingly a condition of Liability, for that action is far worse than a noncompliance.

And you had better be alert to the actual area where the false graph originated as it has a tiger in it. Only physical inspection of a most searching kind (or a board if it is distant) will reveal the **OTHER** crimes going on there. There are always *other* crimes when you get a false report. Experience will teach one that if he really looks.

RECIPROCITY

It is more than policy that one gets the condition he fails to correctly and promptly assign *and* enforce.

It's a sort of natural law. If you let your executives goof off and stay in, let us say, a Danger condition, yet you don't assign and enforce one, they will surely put **YOU** in a Danger condition whether it gets assigned or not.

Remember *that* when your finger falters "on the trigger."

That *natural* law stems from this appalling fact.

We didn't, a long, long time ago, get in ethics. We goofed. And the whole race went into the soup where it remains to this day.

And if we are to live in this universe at all, at all, we are going to have to get in ethics and clean it up.

Whether that's easy to confront or not is beside the point. The horrid truth is that our fate is **FAR** more unfrontable!

Now we have to have highly skilled tech to bail us out. And I assure you that that tech will never get *in* or be used beneficially at all unless

1. We get ethics in, and
2. Unless Scientology orgs expand at a regular rate.

Only then can we be free.

So that's how and **WHY** you assign and enforce conditions. It's the only way everyone finally will win.

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HCO POLICY LETTER OF 28 FEBRUARY 1966

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Exec Sec Hats
Sec Hats
LRH Comm Hat
Director Hats

DANGER CONDITION DATA
WHY ORGANIZATIONS STAY SMALL

The size of an organization depends upon this law:

A LARGE ORGANIZATION IS COMPOSED OF GROUPS. A SMALL ORGANIZATION IS COMPOSED OF INDIVIDUALS.

If you *really* understand this principle and use it properly you will be able to have a large organization.

There are other factors such as (1) the desirability and quality of one's commodity, (2) the able promotion of it, (3) the ability of the heads of groups in the organization to catch dropped balls and (4) the close following and comprehension of the policies of the organization and its groups.

But the gross monitoring law is as above. When one does not know this and apply it one has a small, semi-bankrupt organization that overworks everyone and underpays.

This rule applies to a planet or a nation and is most readily seen in these gross terms. A planet with nations will be far more prosperous than a planet with one central government governing the individuals of a planet.

Socialism fails (and it always fails) because of two factors:

- (a) The government seeks to run the individual, and
- (b) Socialism unmocks *companies*.

At this writing the prosperity difference (and there is one, Russia currently starving) between the democracy of the US and England and the Super Socialism of Russia is that the "West" still has companies and the "East" (Russia and China) have abolished them. Russia seeks to run the individual. It has collective farms, etc., but they won't leave a manager alone—to manage—they govern his workers.

To the degree that England and the US tax the individual and seek to govern him they will dwindle in size.

England at this writing is undergoing one unmock of the whole empire *solely* because it is by-passing the manager and the governor and directly seeking to govern individuals through income tax, "benefits", etc.

The US is about to come to pieces. Like all big countries on the way out it never looks so good as when it is already about to fall apart. The US is by-passing the states and US companies and is therefore putting the governors, managers and the states and companies in Danger Condition. This, unrepaired, will unmock states and companies and collapse the sub-group on which the big group called the US depends for an organization is composed of groups. Non-Existence is the Condition just below Danger. A Danger Condition carried on too long drops down scale to non-existence. A large group made up of non-existences is of course non-existent itself. Thus by-pass by the heads of a big organization of the heads of its internal small organizations works toward non-existence. It is really quite simple. To make an organization get smaller all one has to do is by-pass the sub-groups and run the individuals only and the org will collapse or struggle along at near-collapse **NO MATTER HOW BRIGHT ITS MANAGER MAY BE OR HOW HARD HE OR SHE WORKS OR HOW BRIGHT THE STAFF IS, OR HOW GOOD THE PRODUCT, the violation of the law in the second paragraph will decay.**

Fantastic, isn't it?

All one has to do to make an organization grow is apply the law that a large organization is composed of groups. It is NOT composed of individuals.

In absolute proof of this, in a tiny org it is always observed that everyone there wears each one all the hats. It is a madhouse of individual cross-endeavour. Show me an org that stays small and I will show you an org where every staff member is wearing all the hats in the place. They *can't* grow because they violate the law that a large organization is composed of groups.

Russia, just yesterday sweeping the world has begun to lose ground and her empire withdraws. Russia won't allow companies. She never says to the head of Georgia "Get your statistics up, bub" and leaves him to it. Instead she governs the Georgian individual with spies, secret police and even income tax and is more apt to shoot the head of Georgia if his statistics *do* rise as he is then looked on by a paranoid central government as capable enough to be a menace. Russia once governed via cells and did so as long as she was expanding. Now she has Income tax! Russia expanded despite bad management solely because she was composed of cells and collectives—but she went too far and erascd the individual entirely, so, though growing she starves. Her groups were mainly dedicated to politics, not production, which is a frailty of governments anyway. But the basic group *is* composed of individuals. (For heaven's sakes don't tell Russia as we don't want her growing—tell her she *must* govern her individuals individually and she'll vanish. You can tell the US, if you like, but only because no president yet ever listened to anything except his popularity poll and with only a four year career, isn't likely to. In the US, the government itself vanishes regularly and only the companies, with plenty of interference, keep the civilization going.)

England's sad old empire was great as long as India was run by the East India Company, etc. etc. Its colonies and dominions did fine right up to the moment the government in Westminster and Whitehall started to run the natives as individuals, by-passing the company controlled colonies. Then the "Empire" started to go broke because *it never was a political empire* but a commercial one. As a political empire it uniformly failed until about 350 years ago it began to charter companies to rule and govern foreign lands. Then it got an "empire". When it began to by-pass its company heads and set up crown controlled governors and then by-pass these it ceased to be an English Empire and it looks today that soon there won't even be an England. It could not control even one colony the moment it started to govern individual colonial citizens on a by-pass of the colonial companies.

You can use the same argument *they* use. That "concentrating only on groups is hell on the individual". Marx used that line. Well it isn't true. When you get too big a group the individual in it, suffering the whole pressure of the state *suffers*. The reverse is true—"by concentrating only on groups the individual is protected and prospers".

Now we get to the philosophic question in the law, how large is large, how small is small.

Oddly this is easily answered, unlike most philosophic conundrums. You have to have the answer to "how big should a group be in order for the individuals in it to be effectively managed without oppression in order to get the job done". That asks and answers it. A correct group size is one where the individuals in it are not made too small by the group being too large. This is a ratio question. The Government of England! and the individual Englishman are of incomparable magnitude. What the hell can Joe Cockney a citizen do against the Government of England! Nothing! So Joe Cockney goes to pieces. You can't have a comm line between a Billion horsepower motor and one grasshopper! Something is going to explode and it isn't the Billion h.p. motor. It's the grasshopper. Therefore when the management unit is too big the individual (despite all the protection laws in the world) becomes apathetic and can't work or doesn't see himself as important enough to bother about.

So what is a proper sized basic group?

A GROUP IS A PROPER SIZE WHEN THE INDIVIDUALS IN IT CAN EASILY APPROACH THE MANAGER OF THAT GROUP ON A FAMILIAR FRIENDLY BASIS AND BE SURE HE KNOWS WHAT THEY'RE DOING AND WHY AND IF THEY'RE DOING IT.

The individual in that group is not oppressed. His charm counts. He feels up to arguing with that manager. The executive (with a deputy on his side) feels up to confronting the rest of the group. His own personality counts.

The only reason you have strikes and labour unions is that this group law has been violated. Too many individuals in the group for them to know intimately their manager on a friendly co-operative basis.

This is all Marx is about. Marx is really a protest against too big a group solved by creating a protective state (an overwhelmingly large group) that "rescues" the individual! So Communism is a mess. For by making a state group one overwhelmed the individual and sure enough the only criticism of Communism that a Communist will tolerate is that it has too big a "bureaucracy" by which he means too big a government for an individual to confront. Communism goes even further. It abolishes the individual utterly! It *forces* him to be a group. And that is very bad for individuals are the building block of the small group. So Marx neither knew nor solved the basic problem of government. He didn't know the above 2 laws about organizations and groups so Communism, supposed to solve individual oppression, is the most individually oppressive form of Government on this planet.

How many individuals can effectively compose a group?

It depends on the ability of the manager to handle men on an individual basis. This varies. But such men or women as can handle a large number are very, very rare. So we take a *safe* answer.

A fairly safe answer is six—the manager of the group plus five individuals, one a deputy manager.

This is determined by the answer to this question:

How many subordinates are you willing to work with on the job? Five others is about all you'd care to stretch it. Two others would be too comfortable—even too dull. But you can stretch it up to five.

Thus we could stretch out an org composed of groups of six persons—a manager, a deputy and four—making 6 maximum in each group.

And you now have the size of the largest building blocks it takes to make a big org. Six persons in each.

If we pyramid this we have (each maximum):

5 staff members and their In-Charge as a unit;

5 units and the section executive in a section;

5 sections plus the department's director in a department;

3 departments and the secretary, a deputy and a communicator in a division;

4 divisions in a portion and the Org Exec Sec and a deputy and a personal sec;

3 divisions and the HCO Exec Sec plus her deputy and a personal sec in the HCO portion.

Or with a full Exec Division set up:

4 ES Comms in an Office for the Org Exec Sec and a personal sec;

3 ES Comms in an Office for the HCO Exec Sec and her personal sec.

But we build *downwards* by groups of six if we expand further, rarely exceeding 5 and an Executive.

You see then that the moment the HCO Exec Sec starts handling Address in Charge, the jump is too great as it puts Address in Charge up against the equivalent of the total executives of units and sections of HCO! It makes his group too big. It makes him too small (being such a small part). He gets rattled, feels oppressed, tends to snarl because he is overwhelmed—his group is too big so he is too small. Simple as that.

So long as an Executive only handles 2, 3, 4, 5 people he *can* handle his job because they know him. The people under him can handle *their* sub-groups so long as they contact only 2, 3, 4, 5 people and themselves.

For instance, so long as there are only 5 Continental Orgs, Exec Sec

Communicators will feel comfortable, providing the Continental orgs have each 2, 3, 4, 5 orgs under them and have in their turn ES Communicators.

So proper organization for expansion builds in blocks of 6 maximum--5 + an executive. That can be 5 groups plus an Executive as you go up or 5 staff members plus an executive as you go to the bottom.

Wherever this is violated the organization (whether a nation or a company or us) will dwindle. Where it is kept, the organization will grow.

I warn you that 5 plus an executive sized groups is hard work, even a strain at times, but it can be done. 6 or 7 + an executive is quite too much. And a Government vs Joe Doakes is a complete smash as Joe is only maybe 1/70,000,000th as big as the Government!

So *never* by-pass. Completely aside from the true mechanics of the Danger Formula where by-pass results in non-existence, it is hell on the Executive *and* every member of the organization to have continual violation of the maximum groups size.

If an executive feels overworked, even with all Dev-T cared for and policed, then that executive has below him violations of group size *and* is by-passing some point that should have an executive below him, with a group under that executive. The overworked executive is trying to handle more than five other people directly. (Five staff members or five group executives.)

It's like boxes in boxes in boxes. But in this case 6 boxes at the most fit comfortably.

If a department has 8 sections under its director, then we have to group the sections by giving the Director 2 who each control 4 sections. This is a very comfortable director for he has a group of 2 + the director. He can loaf. But his assistants will sweat. So add 1 assistant and divide the department's sections into 3 groups, 3, 3 and 2 and you will have a more efficient department.

That's the way you juggle it about to prevent overwork by Executives and overwhelm of individuals.

If you want to increase efficiency on a 5 + executive group, always make one of the 5 a deputy and slightly senior to the other 4. The four can then approach the deputy to see if they should approach the executive on matters they feel uneasy about. This adds a gradient.

There are various ways to juggle this about. An executive with 7 sections can take 3 himself and give a deputy 4, etc. Lots of ways to do it but just stay at or below 1 + 5 if you can.

The senior to the group exec is not counted as a member of the group.

Here and there we violate this. A Comm Ev is not as acceptable as a Hearing because one person faces more people. Jury trials are a horrible strain and a cruelty because one has to face about 14 people! (Judge, prosecutor, jury.) Too many!

So those are the laws which underlie organization.

But you can have it all on the org board and not practise it and collapse. If an Exec Sec is approaching 15 staff members past their executives, it can wreck the place as the staff members go into apathy, the secretaries go into non-existence and bang! no org.

So completely aside from Danger Condition, violations of *following* proper group organization will bring any organization, a planet, a state, an org, into a mess.

This is what underlies the decline and fall of civilizations: the state begins to govern the individual!

An organization is composed of *groups* not individuals. And that truth followed and practised in the flesh as well as on paper will bring about a happy civilization, a happy nation and a flourishing org.

SUMMARY

A LARGE ORGANIZATION IS COMPOSED OF GROUPS, A SMALL ONE IS COMPOSED OF INDIVIDUALS.

The primary difference between the opulent West and the starving East is that the West still permits companies. This means to some extent the Western nations are composed of groups so they are still somewhat successful.

A GROUP IS A PROPER SIZE WHEN THE INDIVIDUALS IN IT CAN EASILY APPROACH THE MANAGER OF THAT GROUP ON A FRIENDLY BASIS AND BE SURE HE KNOWS WHAT THEY ARE DOING AND WHY AND IF THEY ARE DOING IT.

More than 5 persons plus their executive tends to be too large a group.

The persons under an executive can of course be executives of groups. And the five persons below each of *those* executives can be executives of groups.

If things aren't organized this way the individual is crushed. The executive is crushed by overwork and the persons under him are overwhelmed.

By-pass of an executive, aside from putting him in danger, overwhelms the members of his group and makes them do less and makes them feel attacked and lessens their sense of their own power.

2 + an executive is also a group but the executive is not really working to capacity.

With all Dev-T cared for an executive will be overworked if he is over more than four subordinates.

The principal reason orgs stay small is no matter how fancy their org boards they do not actually practise what is on the board but by-pass or pay no real attention to command lines and so in actual practice are only one or two oversized groups—which results in them staying small and being overworked and also underpaid as their system in actual practice is inefficient.

The moral is, practise proper grouping as provided by the org pattern, never by-pass and so expand and have a happy staff.

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HCO POLICY LETTER OF 16 JANUARY 1966R
REVISED 29 NOVEMBER 1979

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Executive
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(Revisions in Script)

DANGER CONDITION

(Ref: HCO PL 9 Apr 72R ETHICS
Rev. 1.12.79
HCO PL 19 Jan 66 III DANGER CONDITION RESPON-
SIBILITIES OF DECLARING)

The Conditions of Operation are (6) Power, (5) Power Change, (4) Affluence, (3) Normal, (2) Emergency, (1) Danger, and (0) Non Existence.

The formula of a Danger Condition is:

1. By-pass (ignore the junior or juniors normally in charge of the activity and handle it personally).
2. Handle the situation and any danger in it.
3. Assign the area where it had to be handled a Danger Condition.
- 4R. *Assign each individual connected with the Danger Condition a First Dynamic Danger Condition and enforce and ensure that they follow the formula completely and if they do not do so do a full ethics investigation and take all actions indicated.*
5. Reorganize the activity so that the situation does not repeat.
6. Recommend any firm policy that will hereafter detect and/or prevent the condition from recurring.

The senior executive present acts and acts according to the formula above.

A Danger Condition is normally assigned when:

1. An emergency condition has continued too long.
2. A statistic plunges downward very steeply.
3. A senior executive suddenly finds himself or herself wearing the hat of the activity because it is in trouble.

PERSONNEL

In Step 4 of the Danger Formula one has to call in Ethics to investigate and must order a hearing and also a Comm Ev as indicated on any person or persons whose negligence or non-compliance brought the situation about.

EXAMPLES

Example 1

The Ad Comm of the Distribution Division never orders or takes effective action to remedy the gross divisional statistic which has been at continuing emergency level for some time.

The Org Exec Sec is being pulled in to handle the situation as the statistic's continuous low will swamp the org eventually and no reasonable advices from the Org Exec Sec have been accepted or used despite the continuing danger to the org from that Division.

The Org Exec Sec therefore acts personally with personal work and (1) By-pass the Secretary, (2) Gets the FSM programme going and ads placed and a Congress scheduled and advertised all on an urgent basis, all on a by-pass of existing channels, (3) Has the Division assigned a Danger Condition, (4) Orders an Ethics investigation of all personnel in the Division and brings any persons whose non-compliances or crimes were responsible before a Committee of Evidence including the Secretary, (5) Appoints personnel and reorganizes the Distribution Division, (6) From the Ethics Investigation and Comm Ev, sifts out any needful policy or change and forwards it to the Office of LRH for consideration for issue.

Example 2

The Letters in -- Letters out statistic takes a very steep dive (perhaps only 1/5th the former number). The HCO Area Secretary instantly acts to (1) By-pass all lines, (2) Get mailings out urgently, put expeditors on writing letters, get a magazine in the mails, all off her own bat, using anyone to hand, (3) Demand the Dissem and Dist Divs be put in Danger Condition and if refused cables LRH, (4) Order an Executive Ethics investigation of all areas of outflow that would be responsible for org outflow and demands of the HCO Exec Sec a Comm Ev on any personnel found by investigation to have been negligent or non-compliant with policy concerning letters and any kind of mailing out, and failing to get such assignment cables LRH, (5) Demand new personnel on key outflow posts, (6) Recommend any firm policy outgrowing from the investigation and Comm Ev to the Office of LRH.

Example 3

The Tech Sec suddenly discovers he or she is totally wearing the D of T hat and statistics are falling in that Dept although there is a D of T. The Tech Sec has already attempted to get the D of T's hat on many times. The Tech Sec then: (1) By-passes the D of T, (2) Immediately handles the Academy on a personal full time basis to sort out the students, establish precise schedules, get in proper checksheets and routes slow students to Cramming and nattery ones to Ethics and gets completions going, (3) Gets the Department assigned a Danger Condition, (4) Demands an Ethics investigation and a Comm Ev on personnel on whom non-compliance or crimes are discovered, (5) Gets a new D of T and/or Supervisors, (6) Recommends any firm policy found required in the Ethics Investigation or Comm Ev.

EXECUTIVE DIRECTOR

When I find a hat forced upon me despite all efforts of mine to handle it previously and which I have then to handle, I follow the Emergency formula.

When an org is in general danger or a dangerous situation has arisen, I follow the Danger Condition Formula.

By the time anything gets to a point where I have to wear the hat, statistics on it must have been bad for some time and I find by experience that non-compliance will be discovered inevitably, which is why the situation rolled all the way up the lines to me.

As Danger Condition is handled by a by-pass of those who were supposed to handle it, then I also by-pass in assigning a Danger Condition, which is to say, the Condition is assigned not by chain of command but by direct Sec Ed.

SUMMARY

Emergencies when they continue are usually caused by crimes or negligence and are always accompanied by non-compliance.

A continued emergency inevitably results in real catastrophe for higher executives. It causes them heavy overwork at the very least. Sometimes a danger condition threatens finally the whole org unless handled.

In the current society the manager or executive has no recourse to law or the culture. Errors can be made or omissions can occur unknown to him, which actually can threaten not only his job but his person.

The usual action in our organizations is to let things run as long as they run well. When they begin to show poorer statistics an Emergency Condition is assigned and we usually talk it over with the person who is head of that activity, and try to help. If the condition continues we warn. And if the statistics still go down, we usually transfer and find somebody else. At the point where a senior executive finds he is being made to look bad by continued emergency on a lower echelon, he has no choice but to assign a Danger Condition. The head of the activity is not always removed but certainly must be investigated. If permanent, it takes a Comm Ev to remove or transfer.

It will always be found that non-compliance with policy and orders has for some time existed. It will sometimes be found that lies and false reports also existed. And one always finds negligence and idleness and inattention where statistics continue to go down.

It is very bad to assign a Danger Condition or to By-Pass unless the statistics are continuing to go down or have continued at a dangerous level for some time without real improvement.

A senior executive is soft in the head if he thinks statistics just stay down. They are always held down hard. Emergencies don't just happen because someone is idle. Emergencies are made actively. It takes a lot of counter-effort to jam an org's flows -- if you don't believe it then measure it by the effort you exert trying to get things going. What's pushing back so hard? Emergencies are made. They don't just happen. And any hearing in an area where statistics just won't come up will reveal not mere negligence but actual crimes as well.

The senior executive's only protection is to handle the bad situation and follow the Danger Condition formula.

If that seems ruthless, it still is necessary if one is to be at all successful.

ASSIGNMENT

Only the Ad Council, an Executive Secretary or Secretary may assign a Danger Condition. A Director or Officer may request one on their sections or personnel.

If one was incorrectly assigned and statistics were in fact up it will of course come out in the hearing.

HCO PL 16.1.66R
Rev. 29.11.79

- 4 -

L. RON HUBBARD
FOUNDER

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 19 JANUARY 1966
Issue III

Remimeo
Executive Hats

**DANGER CONDITION
RESPONSIBILITIES OF DECLARING**

BY-PASS = Jumping the proper terminal in a chain of command.

If you declare a Danger Condition, you of course must do the work necessary to handle the situation that is dangerous.

This is also true backwards. If you start doing the work of a post on a by-pass you will of course unwittingly bring about a Danger Condition. Why? Because you unmock the people who should be doing the work.

Further, if you habitually do the work of others on a by-pass you will of course inherit all the work. This is the answer to the overworked executive. He or she by-passes. It's as simple as that. If an executive habitually by-passes he or she will then become overworked.

Also the Condition of Non-Existence will occur.

So the more an executive by-passes, the harder he works. The harder he works on a by-pass, the more the section he is working on will disappear.

So purposely or unwittingly working on a by-pass, the result is always the same—Danger Condition.

If you *have* to do the work on a by-pass you *must* get the Condition Declared and follow the formula.

If you Declare the Condition, you must also do the work.

You must get the work being competently done, by new appointment or transfer or training or case review. And the condition is *not* over when the hearings are over. It is over when that portion of the org has visibly statistically recovered.

So there are great responsibilities in declaring a Danger Condition. These are outweighed in burdensomeness by the fact that if you DON'T declare one on functions handled by those under you which go bad, it will very soon catch up with you yourself, willy-nilly and declared or not *you* will go into a Danger Condition personally.

There's the frying pan—there's the fire. The cheerful note about it is that if the formula is applied you have a good chance of not only rising again but also of being bigger and better than ever.

And that's the first time *that ever* happened to an executive who started down the long slide. There's hope!

There is one further footnote on a Danger Condition. I have carefully studied whether or not HCOBs and Policy Letters and actions by me were by-passes. And a search of statistics refutes it as when I give the most attention to all echelons of an org wherever the org is, its statistics rise and when I don't they fall. Therefore we must assume that advice is not a by-pass, nor is a general order by me.

Where there is disagreement on a command channel I am trying to forward *then* a by-pass occurs.

So we can assume correctly on experience and statistics that danger conditions occur only when there are fundamental disagreements on a command channel.

If you yourself then ferret out the disagreement ones of those under your orders you will clear your command lines.

Review can always find disagreements when they exist with a meter.

Where Danger Conditions are declared, the declaring executive should make an effort to find the disagreement with himself, policy, the org or Scientology as a basic Review action on persons found responsible for a Danger Condition. The only errors are not to look for them and not to find *all* the disagreements the person has on the subject of his superiors and post, policy, technology or orders.

This is why a low leadership survey grade person can be counted on to put wherever he is in danger. His disagreements are too many and he doesn't execute and thereby secretly puts his superior into by-passing and a danger condition inevitably occurs.

It needn't occur.

We have the data, now.

L. RON HUBBARD

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HCO POLICY LETTER OF 24 MARCH 1985

Remimeo
All Execs
HCO
MAAs/EOs
All Staff
Hubbard EO Hat Crse

RESPONSIBILITY, CONTROL AND DANGER CONDITIONS

(Reference:

HCO PL 16 Jan 66R Rev. 29.11.79	DANGER CONDITION
HCO PL 19 Jan 66 III	DANGER CONDITION - RESPONSIBILITIES OF DECLARING
HCO PL 9 Apr 72R	ETHICS CORRECT DANGER CONDITION HANDLING
HCO PL 18 Feb 72	Executive Series 8 THE TOP TRIANGLE
HCO PL 19 Dec 82 II	REPAIRING PAST ETHICS CONDITIONS)

An executive can tend to occasionally sever somebody's responsibility line. It's a technical point.

As one definition of responsibility is to defend one's control of an area, an exec can sometimes tend to sever that control point.

That's the mechanism of a Danger Condition.

If every time an exec found it necessary to bypass it was accompanied with another Danger assignment and if those conditions were actually done, that would be handled.

That gives us the Why, of how an exec can get repeatedly pulled into an area: It's failure to assign and get executed the Danger Condition. That's the tech that's out. You see, the exec's juniors, by not doing their job, sever their control of their area.

PAST CONDITIONS

I recall a unit that was generating a lot of trouble and flak, and ended up being bypassed. Its stats crashed and they still had never really recovered 6 years later. And the reason was the undone Danger Condition. They were never assigned a Condition of Danger, and so those that had done the bypassing were stuck with this unit on their plates right on up the line. So when you have an area that is continually a source of trouble, a past Danger Condition never assigned can be looked for and repaired.

This is the tech on Danger Conditions when seen against the definition of responsibility. It opens the door to a handling.

L. RON HUBBARD
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Adopted as Official
Church Policy by the
CHURCH OF SCIENTOLOGY
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HCO POLICY LETTER OF 1 FEBRUARY 1966
Issue II

Gen Non-Remimeo
Exec Sec Hats
LRH Comm Hat

Exec Div

DANGER CONDITIONS

**INSPECTIONS BY EXECUTIVE SECRETARIES,
HOW TO DO THEM**

An Executive Secretary who does not get around his or her divisions now and then and see what is going on can make a lot of mistakes.

Inspections are desirable. But when an Executive Secretary makes one he or she commonly issues an order or two, and if this is done without that division's secretary being present it is a by-pass and willy-nilly begins the formula of the Danger Condition and can unmock a section or department or even that Division.

A senior can inspect, chat, advise, but must never issue an order on a by-pass unless he or she means to handle a dangerous situation and start the formula. For the formula will run, regardless, if a by-pass begins.

The way to inspect, then, is to collect the seniors and go around, and issue orders only to the next senior on the command channel, never to his or her staff.

Example: HCO Exec Sec wants to see if books are stored safely. The HCO Exec Sec can nip out and look on his or her lonesome *providing* no orders are issued. Or the HCO Exec Sec grabs the Dissem Sec and the Dir Pubs and the head of the books section and goes out and looks. And if the HCO Exec Sec wants a change in it all, the order is issued to the Dissem Sec only.

It is a great temptation to tell Books-in-Charge how and where to put what, for an HCO Exec Sec is one normally because he or she is smarter and more knowledgeable about orgs. But if one is to advise Books-in-Charge, one had better have the rest of the command chain right there and talk to the next senior below HCO Exec Sec.

You would be surprised how many random currents a senior type senior like an Exec Sec can set up with a few comments that skip the command channels and what a mess it can make for a Secretary or Director, no matter how wise the comments.

Secretaries who order a director's officers in the absence of the director or, much worse, section staff without Director or Section Officer thereby court and make trouble.

You can unmock a section or a whole department by sloppy command lines. It is not merely the "correct" thing. It's the vital thing to follow command channels as nobody can hold his job if he is being by-passed by a senior. He *feels* unmocked, and the Danger Condition formula begins to unroll.

The correct way to route an order to a person two or three steps down the command channel is to tell the next one below you to order the next, and so on.

If you have to tell the Director of Tech Services to have his Housing Officer post a list of houses on the bulletin board, you really don't have a Director of Tech Services anyway as he would have done it as the natural thing. So an order in such an obvious case is not the right comm. The right comm is an Ethics chit on the Dir of Tech Services for not posting the available houses on the bulletin board.

A smart senior is a senior because he is smarter. But when this is not true and the

junior is smarter, you get an intolerable situation where the senior interferes. If a dull senior interferes continually on a by-pass, it's a sure way to start a mutiny. And a senior who doesn't inspect or get inspections done does not know and so looks dull to his juniors who have looked.

The safe way in all cases is to issue orders that are very standard on policy and obvious and to issue them to the next one on the command channel and then in the future inspect or get an inspection. If on the inspection one finds non-compliance with a standard on-policy order, one promptly calls for a hearing on the next one down the line who received the order.

Here's a terribly simple example: Org Exec Sec sees statistic for Tech Div down. Issue order to Tech Sec, "Get the gross divisional statistic up at once." Now nothing could be plainer or more standard. In two weeks the Org Exec Sec looks at the statistic, sees it is even further down and calls for a hearing on the Tech Sec for non-compliance or a Comm Ev to get all the evidence in about the matter.

This is about as basic as you can get with an inspection, an order and a further action all by a senior, the inspection being done by OIC and reported by graph.

Life in actual fact is very simple and an org is today a very elementary mechanism.

It is easy to run an organization providing one makes it run and handles things in it that refuse to run.

Where an Exec Sec is baffled on occasion is the apparent unwillingness of a section to function. Now this is so far down the command channel that info on it does not easily arrive back at the top.

The thing to do where possible is personally inspect. Or get it inspected. One often finds the silliest things.

Example: Book Shipping statistic is really down, man, down. One orders and harangues and argues trying to get books shipped. One gets the quantity of books looked into. It's okay. One gets shipping materials looked into. They're okay. A Shipping clerk is on the Org Board. But orders to the Dissem Sec just never get books shipped. So finally one gathers up the Dissem Sec, Dir Pubs and Books-in-Charge and goes down to Book Shipping--Lo! They have been building a machine that wraps books tightly when a rock is rolled off a bench! (This actually happened in DC in about 1958.) It has taken a month to build it and will require another to finish it and one and all in that Division are convinced this is the answer. The order? "Break that machine up and start wrapping books by hand and I want that backlog gone in one week." To the Dissem Sec, of course, in front of everyone for his soul's sake. And publish the order in writing as soon as possible.

So you see, you have to inspect because what seems logical and okay to juniors may be completely silly. Remember, that is why they are juniors and have seniors.

Frankly you can never guess at what holds some things up. You have to look. Often you can solve it for them. But solve it with their agreement and on command channel if you want it done.

You can't always sit in an ivory tower and issue orders. You have to know the ground and the business.

Over a period of fifteen years of active management of these organizations I have a pretty good idea of what can happen in one. And to one.

I try to be right more often than wrong. I don't try to be perfect as one's best plans are often goofed. I try to get done what can be gotten done. And I carry a little

more pressure on the org that it can really accomplish.

I inspect. You would be surprised at how often I do and what I find out.

It sometimes looks to people that I use a crystal ball in taking the actions I take because they see no possible route by which the data could have reached me.

They forget how many lines I keep in operation. And also, I *do* operate on a "sixth sense".

For instance all accounting summaries today are done for governments, not for management. A manager has to develop a sixth sense concerning financial status of the org. One has to be able to *know* when the bills are up, the income inadequate and to know when to promote hard and stall creditors *even with no data from accounts or contrary data that proved false*.

Today with OIC this is easy. But I ran orgs successfully with no OIC for years just by sensing the financial situation. In theory accounts keeps one fully posted. In actual fact they often goof in filing bills owed and even in depositing money.

There are many things one can sense, OIC or no OIC.

The thing to do is to inspect or to get the area you sense is wrong inspected.

I have today LRH Communicators. They are pushing projects home. They also can tell me why projects won't push home because they have *looked*.

An Exec Sec or a Secretary has HCO's Inspection and Reports and a Time Machine to check compliance. And this is how it should be.

But nothing will substitute for inspection by one or for one.

And the Exec Sec who thinks it's a desk job is being very naive. The org would run better if Exec Secs had no in baskets.

If an Exec Sec watched statistics like a hungry cat at a mousehole and inspected like fury every time one went down or stayed down, the org would expand and prosper.

Providing Inspection was done.

L. RON HUBBARD

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HCO POLICY LETTER OF 15 JANUARY 1966

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Exec Sec Hats
Secretary Hats

**HOLD THE FORM OF THE ORG
DON'T BRING ABOUT DANGER
CONDITIONS**

As long as executives fail to hold firm the form and channels of the org, their own posts *and* the org will be a confusion. Worse, it will cease to exist.

Executives *must* insist upon the privileges and responsibilities of their posts and not permit by-pass and misrouting.

The whole org is run on statistics. It is not run on rumours. The more you follow statistics and the less you listen to rumour the better off you will be.

Orders are issued to form the org and better statistics and that's all. There are no other reasons for orders, chits and upsets. Actions which don't increase statistics should be eliminated. Irrelevant orders and chits having nothing to do with statistics should never be issued.

To hold the form of the org it is vital that:

1. The AdCouncil minutes only order Secretaries and only on Gross Divisional Statistics as they appear.
2. Executive Secretaries order and chit only Secretaries.
3. That Secretaries order and chit only Directors.
4. That Directors only order and chit Section Officers.
5. That Section Officers only order and chit persons In Charge or, if there are none, the staff directly under them.
6. Exec Secs and Secretaries can cross chit.
7. Directors can request and chit only via Secretaries when they cross divisions.
8. Anyone can file a Job Endangerment Chit with Ethics on anyone. This however is normally filed on a direct senior and only when explicit policy has been violated by an order or chit on one's own post and only when the order or chit might worsen a statistic.
9. If all else fails, petition the Office of LRH.

SEC EDS

Sec Eds issued by the AdCouncil may only change Secretaries as personnel. They can advise the Secretary on personnel but may not demote, transfer or dismiss a Secretary's personnel (exception, when sweeping an org of temporaries, staff that hasn't passed Review for Staff Status 1).

An AdComm's orders forwarded to the Office of LRH for a Sec Ed always go via the AdCouncil. But again an AdComm may only order Directors and may not demote, transfer or dismiss a Director's personnel.

A Director should order Officers.

Officers should order In-Charges.

When personnel is assigned directly to an Executive such as a personal secretary, one may of course order or chit that person directly as there is no command echelon.

REASON

Danger Conditions are handled on By-Pass. Where a Danger Condition is assigned, the senior can by-pass anyone to get the job done and does.

The Conditions in sequence are:

6. Power
5. Power Change
4. Affluence
3. Normal Operation
2. Emergency
1. Danger
0. Non-Existence.

By-pass creates a Danger Condition which drops into Non-Existence from any level.

It is true of all Conditions that if you use one lower than you are in you will bring the *next* lower one about. If you use the Normal Operating Formula when you are in Affluence you will certainly descend into Emergency.

Therefore if you are in Normal or Emergency Condition and start by-passing you will quickly descend into Danger Condition (statistics will drop steeply) and achieve the only Condition below Danger which is Non-Existence.

Thus if you by-pass you infer the Condition is Danger when it isn't. And you drop the org or any portion of it into Non-Existence.

So don't by-pass unless you *are* in Danger Condition. A Danger Condition exists where statistics show continuing emergency or a steep steep fall. If a Danger Condition exists, you handle the situation, by-pass anyone at all and then the personnel who ignored it. So if you by-pass all the time (Exec Secs issuing orders to Directors, Secretaries ordering Officers, Directors ordering general staff members) you will infer a Danger Condition and get non-existence of the Section, Department, Division or the whole activity.

Moral: Only when a Danger Condition exists should a senior by-pass the command chain, so if you are only in Emergency or only in Normal Operation or even Affluence DON'T BY-PASS or you will crush statistics.

SUMMARY

Learn your Org Board.

Make your staff learn it.

Handle the org by statistics only.

Order only your immediate juniors.

Don't by-pass (except in Danger Condition).

Don't infer a Danger Condition that doesn't show on a graph.

Hold the org firm by holding its lines and chain of command firm.

And you will prosper and expand.

L. RON HUBBARD

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[Note: The sequence of Conditions listed above has been amended to include *Emergency*, and the paragraph immediately following this list has been added, per HCO P/L 8 February 1966, Issue II.]

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HCO POLICY LETTER OF 23 FEBRUARY 1966

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Executive Hats

APPOINTMENTS AND PROMOTIONS

When a staff member is promoted, the principle will be solidly held that if the post just vacated by him or her goes into Emergency or Danger Condition within 90 days the promotion is to be suspended and the staff member is to resume his or her former post.

It is obvious that a post which is not well organized or is held up by personality alone will slump if changed.

A staff member being promoted may therefore object to the personnel officer concerning a successor he does not believe capable.

The staff member being promoted has a dual responsibility—to learn his new post and to write up his old hat and break in his successor properly.

In expanding organizations our greatest liability is promotion. It is vital and necessary, but it tends to lose lines and leave a messy lower strata in the orgs which can swamp them.

This follows as well Policy on undoing changes which occurred just before a slumped statistic.

The Advisory Council and AdComms must always look at this factor of persons promoted off a post just before a slump as the probable best reason for the slump.

Similarly a person taking over a new post is in a Power Change Condition and must not alter anything or do anything rash until enough time passes for him to appreciate what the new post is all about. Most slumps following after a promotion occur because the new occupant of the old post has either lost the post's lines or has made some brand new order that applies to nothing real. There is no majesty and innocence like ignorance. The first day of a yacht under a new owner is the hardest day of its life as he throws all the bits overboard that propped open the hatches thinking they were kindling wood, tries to hoist the sails with a can opener and runs the engine on the galley fuel.

A staff member is rarely promoted unless his statistic is good. That means the old post he leaves is in good shape. If the old post slumps under a new appointee then that new appointee must have thrown away the lines and ordered the main cabin turned into the sail locker and the engine into the anchor. It will take the old holder of the post weeks to get it running again and he is obviously the only one that can. Further, he goofed in letting an incapable or fast change artist fill his former shoes and he didn't yell when he noticed next day that the keel had been hoisted as the mainsail as soon as he, promoted, left his old post.

New brooms love to sweep clean. Especially the competent orders of old brooms.

Taking over a post in danger or emergency is a feather in one's cap when it rises to normal under new management.

Taking over a post in normal operation and getting it into emergency or danger requires a lot of stupid changes or no work at all and should be the subject of an Ethics hearing.

But also, the old holder of the post *must* be returned to it regardless of holes left at the top for otherwise a hole exists below and the org will sink into it.

I speak from long, hard experience. Time and again I have had to resume a post I had left because it collapsed. So I have become very careful of who succeeds me on a post. Very careful indeed. And I train them individually and heavily no matter what new post I now hold. The bigger we get the more I get promoted so I have to keep it up.

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HCO POLICY LETTER OF 19 JANUARY 1966RA
ISSUE II
REVISED 22 MARCH 1978
RE-REVISED AND REISSUED 7 MAY 1984

(Cancels HCO PL 19 Jan 66R,
Issue II, revised 22 Mar 78
same title.)

*(The 22 Mar 78 revision was written
by another. It added complexities on
how the LRH Comm is to wear his hat
of getting HCO PLs, HCOBs, LRH EDs in.
Therefore, this Policy Letter is now
reissued in its original form with
minor revisions to align with the cur-
rent org board.)*

(Revisions not in script)

LRH COMM NETWORK SERIES 4

LRH COMMUNICATOR ORDERS

The only orders an LRH Communicator may issue to other than his own staff are those exact orders found in SEC EDs or from the Executive Director*. These are always on channels in accordance with the org board and with no by-pass. He always informs a senior before he questions that person's junior.

EXCEPTION

When a Unit, Section, Department, Division or the Org is in Danger Condition and the LRH Communicator lacks specific orders for it he may issue his own orders from Policy. Then the orders are issued only to handle the condition and if the LRH Communicator does have to operate on a by-pass with his own orders to get compliance and handle the Condition, he or she must follow then the Danger Condition formula exactly as the assigning executive.

The primary function of the LRH Communicator is getting acknowledgements for SEC EDs issued or getting the Executive Director's orders and policy issued and reporting to LRH Comm Int with information to ED Int. He does not often issue orders and when he does they are covered by policy as above.

L. RON HUBBARD
FOUNDER

Adopted as Official
Church Policy

by the

CHURCH OF SCIENTOLOGY
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*NOTE: At the time this HCO PL was written, LRH was the Executive Director. He resigned as Executive Director on 1 Sept 66. Church of Scientology International.

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HCO POLICY LETTER OF 30 JANUARY 1966RA
REMOVED
REVISOR
RE-REVISED 22 MARCH 1978
RE-REVISED 7 MAY 1984

Remimeo
LRH Comm Hat
Programs Chief
Hat
Exec Sec Hats
Secretary Hats

Dept 21
Div 1
Ethics
Ad Councils

(Cancels HCO PL 30 Jan 66R, revised
22 Mar 78, LRH COMMUNICATOR AREA
REPORTS TO IHQ)

*(This HCO PL has been updated to reflect
organizational changes which have occurred
since the original issue.)*

(Revisions not in script)

LRH COMM NETWORK SERIES 5

ORG LRH COMMUNICATOR

REPORTS TO LRH COMM INT

Anyone proposing the assignment of a Danger Condition to a section, department, division or org which has a high and rising statistic must be reported by the org or unit LRH Communicator to the LRH Communicator International via the LRH Comm Cont by fastest available means.

Proposing or assigning an Emergency Condition to an Affluence statistic is also to be reported.

The actual assignment of a Danger or Emergency Condition to a good and rising statistic is prohibited. The org or unit LRH Communicator as Keeper of the Seals and Signature may not authorize the issue of such a directive and must cancel one if it is issued and must report the matter to the LRH Communicator International via the LRH Comm Cont promptly.

A "statistic" means the relative rise or fall of a quantity compared to an earlier moment in time. If a section moved ten tons last week and 12 tons this week, the statistic is rising. If a section moved ten tons last week and only eight tons this week the statistic is falling. Statistics must be graphed weekly by the OIC and furnished the org Ad Council.

A suppressive society comes down hard on rising statistics. Income tax is only one example among many—the more one earns the harder he is taxed. In short, when your statistic goes up the government stamps down. This is a sure way to bring a society or organization to ruin. A person with suppressive tendencies can always be detected by the fact that he or she stamps only on rising statistics and ignores down statistics.

If Tech completions rise and it is proposed by someone that the Tech Sec be reprimanded for any reason, that suggestion shows a dissatisfaction with a successful Tech Division.

Similarly, Ethics hearings proposed on persons whose section, department or division has a nice rising statistic must be reported by the org or unit LRH Communicator to the LRH Comm International via the Cont LRH Comm and rejected by the LRH Comm.

Also, a number of Ethics Chits being filed on a section, department or division or its personnel while it has rising statistics, should be clamped down on and investigated by HCO and if it is not, the org or unit LRH Communicator must report the fact to the LRH Comm International via the LRH Comm Cont and then handle.

THE SECOND DANGER CONDITION

Exception = If a senior executive to that portion of the org which is being assigned a Danger Condition has by his or her own efforts alone raised their statistic after a Danger Condition was assigned on the previous low statistic and if the senior executive still gets no help in keeping the statistic up, then a new Danger Condition may be assigned. This exception occurs only when a Danger Condition has been assigned and relaxed within the past 90 days.

Example: The org HCO Exec Sec gets letter count up by working heavily with letter registrars and so assigns a Danger Condition to the Dissem Division. The Danger Condition formula is followed. After a few days or weeks the org HCO Exec Sec still has to work with the letter registrars to keep the statistic up. Although the statistic is up, the continued labour of the HCO Exec Sec to keep it up makes a second Danger Condition assignable. This does not have to be reported to LRH Comm International. But notice it is a second assignment to the same portion of the org within 90 days.

ADDITIONAL REPORTS

The org or unit LRH Communicator must also report to the LRH Comm International via the LRH Comm Cont the following:

1. Obstructions to assigning, graphing and reporting statistics for sections, departments or divisions, giving the name of the person obstructing or not complying.
2. Failure of Secretaries to take Ethics actions on consistent down statistics in their divisions.
3. Failure of HCO to order investigations and hearings on portions of the org with prolonged down statistics.
4. Obstructions of reports to the Flag Data Files.
5. Obstructions of reports to the Central Computer Bank, i.e. computerized weekly report forms, computerized routing forms.
6. Any order issued to inhibit reports to the Flag Data Files or the Central Computer Bank.
7. The use of rumours or opinions to assign conditions rather than statistics.
8. And the most important, as above, proposals or assignments of a Danger Condition to staff members or portions of the org with rising statistics.

LRH COMM INTERNATIONAL ACTION

On receipt of a report of an effort to assign a Danger Condition to a rising statistic or a report of any of the (8)

actions, the LRH Comm International informs the Flag Network Coordination Committee who at once directs the matter to the appropriate Programs Chief for investigation and any action. LRH Comm Int can also alert Senior HCO Int for action to be taken on matters relating to their hat.

The investigation may take any form and can be very brief if the org or unit LRH Communicator includes evidence with his report such as a despatch in the person's handwriting or witnessed statements. These would be deemed sufficient to prove the case.

If the person who did any one of the (8) listed things above was a Secretary, the org Ad Council should be ordered to convene a Comm Ev at once on that Secretary or take other suitable action.

If the person who did any of the (8) above was an Executive Secretary, the person can be ordered to a higher org for a comm-ev, or the person is simply ordered to the org's own Review Department for executive training meanwhile their duties being taken over by a deputy and the person not to act in the post until specifically reassigned to it.

The same actions may be taken by an org Ad Council on a Secretary.

A Secretary may order any of these actions on a subordinate executive doing any of the (8) listed above in his or her division but not retaining the person on payroll meanwhile. The more common action below Secretary would be an Ethics Hearing and demotion or transfer.

LRH COMMUNICATOR OMISSION

Any LRH Communicator failing to report as above must be removed from post by the LRH Comm International or LRH Comm Cont on the omission being proven.

SUMMARY

We have here the major fault of any organization or government—it promotes to power persons who then suppress anyone with a rising statistic.

If we pay close attention to this phenomenon our orgs will grow. If we grow careless, and start permitting Ethics actions to be aimed at persons in portions of an org which have rising statistics then we will shrink in size.

- A. Reward rising statistics.
- B. Stamp on falling statistics.
- C. Stamp on those who seek to prevent rising statistics.
- D. Bring to view those who do not act in the presence of falling statistics.

That's all there is to guiding an expansion.

So we must:

1. Have statistics.

2. Follow only graphed statistics, not rumours or guesses.
 3. Prevent rising statistics from being squashed.
 4. Remove those who find down statistics satisfactory.
- We don't have all that time to fool about.

So let's use this key to opening the door to a better world.
And cure the only real thing wrong with any organization anywhere.

L. RON HUBBARD
FOUNDER

Adopted as Official
Church Policy

by the

CHURCH OF SCIENTOLOGY
INTERNATIONAL

LRH:CSI:MB:nc:jt:iw

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 MAY 1972R
REVISED 18 December 1977

Remimeo
Executive Hats

(Revision in this type style)

IMPORTANT

Executive Series 12

ETHICS AND EXECUTIVES

Any person holding an executive post (head of department or above) is deemed an EXECUTIVE.

Evaluation has revealed that the breakdown in many orgs is a failure on the part of executives to wear their ethics and justice hats.

It has been found that below administrative Whys there is usually an ethics situation as well which unhandled, causes the administrative Why not to function or raise stats.

In an area which is downstat, it is the duty of an executive to investigate and find any out-ethics situation and get it corrected.

Ethics is a personal thing in relation to a group. Unethical people are those who do not have ethics in on themselves personally.

It is the responsibility of the executive to see to it that persons under his control and in his area *get their personal ethics in and keep them in.*

Dishonesty, false reports, an out-ethics personal life, should be looked for and by persuasion, should be corrected.

When an executive sees such things he or she must do all he can to get the person to get his own ethics in.

When an area is downstat the executive must at once suspect an out-ethics scene with one or more of the personnel and must investigate and persuade the person to be more honest and ethical and correct the out-ethics condition found.

If this does not correct and if the person or area remains downstat, the executive must declare the person or area in Danger and apply HCO PL 9 Apr 72 "CORRECT DANGER CONDITION HANDLING."

The situation, if it does not correct, thereafter becomes a matter of full group justice with Courts and Comm Evs. Persons whose ethics have remained out must be replaced.

The seniors of an executive are bound to enforce this policy and to use it on any executives whose personal ethics are out and who fail to apply it. It will be found that those who do not apply this policy letter have themselves certain dishonesties or out-ethics situations.

IT IS VITAL TO ANY ORGANIZATION, TO BE STRONG AND EFFECTIVE,
TO BE ETHICAL.

THE MOST IMPORTANT ZONE OF ETHICAL CONDUCT IN AN ORGANIZATION IS AT OR NEAR THE TOP.

Ethical failure at the top or just below it can destroy an organization and make it downstat.

Historical examples are many.

THEREFORE IT IS POLICY THAT AN EXECUTIVE MUST KEEP ETHICS IN ON HIMSELF AND THOSE BELOW HIM OR BE DISCIPLINED OR COMM EVED AND REMOVED FROM ANY POST OF AUTHORITY AND SOMEONE FOUND WHO IS HIMSELF ETHICAL AND CAN KEEP ETHICS IN ON THOSE UNDER HIS AUTHORITY.

The charge in any such case for a staff member or executive is FAILURE TO UPHOLD OR SET AN EXAMPLE OF HIGH ETHICAL STANDARDS.

Such offenses are composed of

1. DISHONESTY.
2. Use of false statements to cover up a situation.
3. Representing a scene to be different than it actually is to cover up crimes and escape discipline.
4. Irregular 2D connections and practices.
5. Drug or alcoholic addiction.
6. Encouraging out-ethics.
7. Condoning or failing to effectively handle an out-ethics situation in self or others as an in-charge, officer or executive.

TECHNICAL

People with out-ethics withholds cannot see. This is proven by the brilliant return of perception of the environment in people audited effectively and at length on such processes.

Such people also seek to place a false environment there and actually see a false environment.

People whose ethics are low will enturbulate and upset a group as they are seeking to justify their harmful acts against the group. And this leads to more harmful acts.

Out-ethics people go rapidly into Treason against the group.

A person whose ethics have been out over a long period goes "out of valence." They are "not themselves."

Happiness is only attained by those who are HONEST with themselves and others.

A group prospers only when each member in it has his own personal ethics in.

Even in a PTS (Potential Trouble Source) person there must have been out-ethics conduct toward the suppressive personality he or she is connected with for the person to have become PTS in the first place.

People who are physically ill are PTS *and are out-ethics* toward the person or thing they are PTS to!

Thus a group to be happy and well, and for the group to prosper and endure, its individual members must have their own ethics in.

It is up to the executive or officer to see that this is the case and to DO the actions necessary to make it come about and the group an ethical group.

**EXEC OR OFFICERS STEPS
FOR GETTING IN ETHICS
ON A STAFF MEMBER**

STEP ONE

Inform the person personally he is in Danger Condition by reason of acts or omissions, downstats, false reports or absence or 2D or whatever the circumstances are.

He is in fact IN danger because somebody is going to act sooner or later to hit him.

He may be involved already in some other assignment of condition.

But this is between you and him.

HE IS IN DANGER BECAUSE YOU ARE HAVING TO BYPASS HIM TO GET HIS ETHICS IN, A THING HE SHOULD DO HIMSELF.

If he cooperates and completes this rundown and it comes out all right you will help him.

If he doesn't cooperate you will have to use group justice procedures.

This is his chance to get ethics in on himself with your help before he really crashes.

When he accepts this fact, Step 1 is done. Go to Step 2.

STEP 2

Ethics is gotten in by definition on the person.

GET IN THE DEFINITIONS FULLY UNDERSTOOD.

The following words must be Method 4 Word Cleared on all the words and the words in their definitions on the person being handled.

"ETHICS: The study of the general nature of morals (morals (plural) (noun): *The principles of right and wrong conduct*) and the specific moral choices to be made by the individual in his relationship with others."

"The rules or standards governing the conduct of the members of a profession."

"JUSTICE: 1. Moral rightness; equity. 2. Honor, Fairness. 3. Good reason. 4. Fair handling; due reward or treatment. 5. *The administration and procedure of the law.*"

"FALSE: Contrary to fact or truth; without grounds; incorrect. Without meaning or sincerity; deceiving. Not keeping faith. Treacherous. Resembling and being identified as a similar or related entity."

“DISHONEST: Disposed to lie, cheat, defraud or deceive.”

“PRETENSE: A false reason or excuse. A mere show without reality.”

“BETRAY: To be disloyal or faithless to.”

“OUT-ETHICS: An action or situation in which an individual is involved contrary to the ideals and best interests of his group. An act or situation or relationship contrary to the ethics standards, codes or ideals of the group or other members of the group. An act of omission or commission by an individual that could or has reduced the general effectiveness of a group or its other members. An individual act of omission or commission which impedes the general well-being of a group or impedes it in achieving its goals.”

Do not go to Step 3 of this until all the above words are cleared by Method 4 Word Clearing.

STEP 3

Ask the person what out-ethics situation he or she is involved in.

It may take the person some time to think of it or he may suppress it and be afraid to say it for fear of consequences. Reassure him that you are only trying to help him.

He may have brought it up in a session but did not apply it as out-ethics. Coax him through this.

If his conduct and actions are poor or downstat, he for sure will be able to come up with an out-ethics personal scene.

Sometimes the person is secretly PTS and is connected to a suppressive or antagonistic person or group or thing. In such an instance he will roller-coaster as a case or on post or have accidents or be ill frequently. (See PTS tech for material on this and for future handling. Checksheet *BPL 31 May 1971RF Issue IV PTS AND SP DETECTION, ROUTING AND HANDLING CHECKSHEET*, but go on handling with these steps.)

Sometimes the person just uses PR (brags it up and won't come clean). In this case, an auditing session is required.

If the person gets involved in self-listing get him audited on HCOB 20 Apr 72, C/S Series 78, which gives the auditing session procedure. A person can become very upset over a wrong item. It is easily repaired but it *must* be repaired if this happens.

By your own 2WC or whatever means or repair get this Step 3 to a clear-cut out-ethics situation, clearly stated. Do not forget to go on with this eventually if there is a delay in completing it. GIs will be in if correct.

STEP 4

Have the person work out how the out-ethics situation in which he or she is involved would be a betrayal of the group or make them false to the group or its ideals.

Do not make the person guilty. Just get them to see it themselves.

When they have seen this clearly and have cognited on it completely go to next step.

STEP 5

The person is now ready to apply the FIRST DYNAMIC DANGER FORMULA to himself.

Give him this formula and explain it to him.

FIRST DYNAMIC FORMULA

The formula is converted for the 1st dynamic to

- 1st 1. Bypass habits or normal routines.
- 1st 2. Handle the situation and any danger in it.
- 1st 3. Assign self a Danger Condition.
- 1st 4. Get in your own personal ethics by finding what you are doing that is out-ethics and use self-discipline to correct it and get honest and straight.
- 1st 5. Reorganize your life so that the dangerous situation is not continually happening to you.
- 1st 6. Formulate and adopt firm policy that will hereafter detect and prevent the same situation from continuing to occur.

Now usually the person is already involved in another *group* situation of down-stats or overt products or bad appearance or low conditions, Courts, Comm Evs for something.

It does not matter what other condition he was in. From you he is in *Danger*.

So 1st 1. and 1st 2. above apply to the *group* situation he finds himself in.

He has to assign *himself* a Danger Condition as he recognizes now he has been in danger from himself.

1st 4. has been begun by this rundown.

It is up to him or her to finish off 1st 4. by applying the material in steps 2 and 3. He or she has to use self-discipline to correct his own out-ethics scene and get it honest and straight, with himself and the group.

1st 5. is obvious. If he doesn't, he will just crash again.

1st 6. In formulating and adopting firm policy he must be sure it aligns with the group endeavor.

When he has worked all this out AND DEMONSTRATED IT IN LIFE, he has completed the personal danger rundown.

He can then assign himself Emergency and follow the Emergency Formula (HCO PL 23 Sep 67, Pg 189-190 Vol 0 OEC "Emergency").

STEP 6

Review the person and his stats and appearance and personal life.

Satisfy yourself that the steps above and the out-ethics found were all of it. That no wrong item has been found. That the person is not PTS.

Handle what you find. But if you find that the person did not improve and gave it all a brush-off, you must now take the group's point of view and administer group justice.

Your protection of the person is at end because he had his chance and is apparently one of those people who depend on others to keep his ethics in for him and can't keep them in himself. So use group justice procedures thereafter.

If the person made it and didn't fall on his head and is moving on up now AS SHOWN BY HONEST STATS AND CONDITION OF HIS POST, you have had a nice win and things will go much much better.

And that's a win for everybody.

L. RON HUBBARD
Founder

Revision assisted by
Pat Brice LRH Comps
Unit I/C

LRH:PB:dr
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 MARCH 1985

(Also issued as an HCO Bulletin,
same date and title.)

Remimeo
EstOs
MAAs/Ethics Officers
Dir I&R
HCO
Execs
Tech
Qual
C/Ses
Hubbard EO Hat Crse

Establishment Officer Series 60

FULL DANGER CONDITION HANDLING

(Reference:

HCO PL 16 Jan 66R Rev. 29.11.79	DANGER CONDITION
HCO PL 19 Jan 66 III	DANGER CONDITION - RESPONSIBILITIES OF DECLARING O/W WRITE-UPS
HCO B 2 Mar 84	CORRECT DANGER CONDITION HANDLING
HCO PL 3 May 72	Executive Series 12 ETHICS AND EXECUTIVES
HCO PL 3 Apr 72	Esto Series 13 DOING WORK
HCO PL 13 Oct 80	ETHICS CHANGE
HCO B 22 Mar 72RA Rev. 24.3.85	DISAGREEMENT CHECK
HCO PL 24 Mar 85	RESPONSIBILITY, CONTROL AND DANGER CONDITIONS
HCO PL 2 Nov 82	CONDITIONS HANDLINGS
HCO B 19 Jan 66	DANGER CONDITIONS TECHNICAL DATA FOR REVIEW AUDITORS
HCO B 28 Sep 82	C/S Series 115 MIXING RUNDOWNS AND REPAIRS
HCO B 20 Apr 72 II	C/S Series 78 PRODUCT PURPOSE AND WHY AND WC ERROR CORRECTION
HCO B 28 Oct 76	C/S Series 98 AUDITING FOLDERS, OMISSIONS IN COMPLETENESS)

It was recently discovered that not all of the tech for handling a Danger Condition was broadly known and used. This Policy Letter is being issued to amplify and further codify the theory of the Danger Condition and its formulas.

FORMULAS

There are 3 Danger formulas which have been described in earlier policy letters:

1. Senior Danger Formula

This is the formula a senior, himself, applies when he assigns a post or area under him a condition of Danger. It has also been called the "First Danger Formula" or the "Original Danger Formula". Its steps are: Bypass (ignore the junior or juniors normally in charge of the activity and handle it personally); handle the situation and any danger in it; assign the area where it had to be

handled a Danger Condition; assign each individual connected with the Danger Condition and enforce and ensure that they follow the formula completely and if they do not do so do a full ethics investigation and take all actions indicated; reorganize the activity so that the situation does not repeat; recommend any firm policy that will hereafter detect and/or prevent the condition from recurring.

2. Junior Danger Formula

Originally issued in HCO PL 9 April 1972R, CORRECT DANGER CONDITION HANDLING, this is the formula applied by a junior or staff member of an area assigned Danger. It consists of writing up one's overts and withholds, then doing the First Dynamic Formula. It has also been called the "Second Danger Formula".

3. First Dynamic Formula

The First Dynamic Formula was developed to enable an individual to get his own ethics in. Though it is generally used administratively as part of the Junior Danger Formula, it, as itself, is totally applicable to any individual. It is sometimes referred to as the "Junior Danger Formula". Its steps are: Bypass habits or normal routines; handle the situation and any danger in it; assign self a danger condition; get in your own personal ethics by finding out what you are doing that is out-ethics and use self discipline to get honest and straight; reorganize your life so that the dangerous situation is not continually happening to you; formulate and adopt firm policy that will hereafter detect and prevent the same situation from continuing to occur.

NOT DOING BOTH FORMULAS

If a Danger Condition exists in an area and the Senior Danger Formula isn't applied the condition will continue to worsen. If only the First Dynamic Formula or Junior Danger Formula is done by those in the area assigned Danger, you don't get a resolution. The Senior formula must also be done, by those assigning the condition.

This could explain the situation of an area or activity continually below Emergency. It's right in the Condition Formulas. Because there was a First Dynamic Formula, someone took this to mean that the First Dynamic Formula was all that was applied and stopped applying the original (Senior) formula. And that put them into a semi-heavy ethics period continuously.

The Senior Danger Formula means exactly what it says. If as an executive you bypass an area, any area, you MUST assign a Danger Condition which includes your own full application of the Senior Danger Condition and all personnel connected with it doing the Junior Danger Formula (if an area is in trouble, all of its staff are in Danger, so they're really in a Danger Condition). If this isn't done you will continue to inherit the full load of that area and it won't revert.

HCO PL 3 MAY 72

When an executive spots an out-ethics junior he may sometimes choose to do a 3 May PL (HCO PL 3 May 72, Exec Series 12, ETHICS AND EXECUTIVES) on the junior (but not always). When he does such, this is a very effective rundown and will most often bring the scene right. However if the junior doesn't come around the senior must act further, per HCO PL 9 April 72R, CORRECT DANGER CONDITION HANDLING and the program outlined below.

PROGRAM

The following steps give a full program which can be applied to a junior who has been assigned a Danger Condition.

A. O/W Write-up

The first step for those in an area assigned a Danger Condition is to write up their overts and withholds and any known out-ethics situations and turn them in at a certain stated time on a basis that the penalty for them will be lessened but if discovered later after the deadline it will be doubled.

Such write-ups are done per HCOB 2 Mar 83, O/W WRITE-UPS.

B. End Ruds Check

Once the person has completed his O/W write-up he is given a check on the End Rudiments. (Ref: HCOB 30 Nov 78, CONFSSIONAL PROCEDURE, step #24) This is done in session by an Auditor who can read a meter and who can effectively pull withholds — optimumly a graduate of the Hubbard Senior Security Checker course. This action is done both to ensure that the person has come clean and to pick up and handle any restimulation of overt/withhold chains or missed withholds which were beneath the person's awareness when writing up his O/Ws. The check serves to fully end the cycle on the O/W write-up step.

C. Assessment

The First Dynamic Danger Formula contains a step to "get in your own personal ethics by finding out what you are doing that is out-ethics and use self discipline to get honest and straight".

Well, it can be pretty rough, sometimes, for a person to detect what his actual out-ethics situation is, all on his own. The truth of the matter is, if you do the appropriate assessment given in HCO PL 9 Apr 72R, ETHICS, CORRECT DANGER CONDITION HANDLING on somebody it will suddenly spot up whatever it spots up. So assessing either the Trouble Area Questionnaire or Trouble Area Short Form per their instructions is the next step in handling.

The assessment can be done by anyone qualified to operate an E-meter.

On some people the assessment will show ethics to be out, on some ethics will be in. These little assessments will show this up. You can even do both assessments on the person, if needed. And based on what is found and in doing the next step (finding the person's Why), you tell him to apply or not apply the First Dynamic Formula.

D. Finding the WHY

The next step is to locate the individual person's ethics Why. The assessments just done will find the area of the Why. It is now up to the EstO or Ethics Officer to get in comm with the individual and get him to spot what the actual Why is. This is done ONLY by someone who has studied HCO PL 3 Apr 72, Esto Series 13, DOING WORK and HCO PL 13 Oct 80, ETHICS CHANGE.

The assessment done in step C guides the person's attention so you don't get a "Why" like "I was tired when I read the Study Tapes and therefore my study tech is now out". The assessment will

direct the person's attention into the area where it is, but the Why requires its own phrasing.

As an example of a correct Why found, I recall an instance of an exec on Flag who'd gotten into trouble that simply wasn't resolving. He ended up being assigned a Condition of Danger. It was found that he was sitting on a crashing withhold and this had him doing nothing but stop. In cleaning up his desk it was found that the orders that had been issued him and messages and things sent to him for approval and so on — he just stopped all of them. He was operating as a total block. His withhold made him afraid to communicate, so he couldn't communicate. And that was his WHY.

Another time there was an entire Bureau on Flag which was assigned a Danger Condition but couldn't get out of it. They were applying the formula incorrectly — it was actually the wrong formula that they were using, so of course they could not get out of the condition; and that was their WHY. You can't make pancakes by cutting up steak.

When the Why is found the person should be sent to the Examiner.

Though this Why-finding step is not necessarily done on a meter it is ESSENTIAL that very complete worksheets be kept and that they are turned into the C/S in the pc's folder immediately, accompanied by the exam form. (Ref: HCOB 28 Oct 76, C/S Series 98, AUDITING FOLDERS, OMISSIONS IN COMPLETENESS)

If during this step or within a few days after it the person becomes ill, upset or shows other bad indicators, it MUST be suspected that a wrong item was found. It is absolutely imperative that this be checked into and handled immediately, on a 24 hour repair priority.

The possibility that a wrong Why may be found is the chief potential liability of this step. However, the potential good that can result from finding and handling a person's ethics Why far outweighs the bad. The MAA/Ethics Officer, EstO and C/S must simply ensure that no wrong Why is allowed to go undetected and uncorrected. (Ref: HCOB 20 Apr 72 II, C/S Series 78, PRODUCT PURPOSE AND WHY AND WC ERROR CORRECTION)

E. First Dynamic Danger Formula

After you've found the Why, the First Dynamic Formula is the formula the person follows.

The first step is "(1) Bypass habits and normal routines". You bypass habits or normal routines that might be continuing this Why. In other words, "by-pass doing all this stuff you've been doing!"

Let us say a fellow was accepting money from his uncle, saying he was buying a house with it when he wasn't. He was spending it on a blonde. Now he's in continuous danger. His uncle might find it out at any moment and he expects to inherit his uncle's fortune some day, or something, so he's in a sort of quasi-panic; even though he isn't thinking about it, it's still sitting there.

The next step is "(2) Handle the situation and any danger in it." Well, the situation with his uncle could be spotted, as a WHY, as: "He's got withholds and he's connected in some way and it's pretty weird and he's liable to be tripped."

Alright, he'd have to quit doing that — by-pass habits or normal routines. In other words, quit accepting that money. But he'd also have to handle the situation and any danger in it.

Now it'd be very dangerous to write, "Dear Uncle George: For the last year and a half, all the money you've been sending me to buy a house with, I have been spending on a blonde named Floozie." He'd have to figure out how to handle that so that there wasn't any danger in it. And it might take quite a bit of thinking.

If he just jumped up and said to his uncle, "Well, I've been lying to you, Uncle George. I've been wasting all of your dough," the possibility is that it'd come as such a shock to Uncle George that he'd disinherit him, shoot him and so forth — he'd really be in danger. So he'd have to figure out how to handle it. It might be as simple as, "Dear Uncle George: I have been getting processed lately with Scientology, and it's making a more honest man out of me. Now there are many dishonest things which I have done in my life and one of them is this. Now you will probably shoot me for having done this but actually I am using this money, and I am using some of it to live on, and that is not fair to you."

The next step, (3) "Assign self a Danger Condition," is only there because people forget to assign it. And then you (4) "Get in your own personal ethics by finding what you are doing that is out-ethics and use self discipline to correct it and get honest and straight."

And there might be some other "Uncle Georges". Though you have to handle Uncle George and the blonde named Floozie, there may be more situations that haven't been mentioned, and this must be watched for by the Ethics Officer. If missed, such unhandled situations can effectively block your handling.

With these steps done you can sometimes get a sort of a "Christian resurgence". These are quite wild. They've got a lot of phrases for it. They felt "the touch of Christ" and "Christ is now in their heart" and all of that sort of thing. Actually, they usually proceed by just starting to be a decent citizen or something. "I was a sinner," they usually start out. "I was a dog." They start out with self abasement. But very often those things are quite spectacular. The early Christian Church was using this rather consistently — these fantastic resurgences. The guy was practically dying and a thief and a bum and nobody'd ever talk to him and he was no good to anybody and he was sick and drunk — and all of a sudden he "saw the light" (the most common English cliché used to describe this). But that wasn't really what he did. He came alive. In other words, he was able now to face the world and get back into communication. The formula is quite interesting from that point of view.

The next step is "(5) Reorganize your life so that the dangerous situation is not continually happening to you." Well, that's easy, in this hypothetical case of Uncle George. Simply knock it off as far as this Floozie was concerned. Just knock off doing the WHY that was found. Instead of being up all night every night and so forth, he actually gets some sleep and does his job and amounts to something. That's a reorganization of it.

And then "(6) Formulate and adopt firm policy that will hereafter detect and prevent the same situation from continuing to occur." In other words, "I'm not going to tell lies so I can get money" or something like that, is all a guy would have

to decide. It's actually asking the person at this point to reform. It's like a New Year's Resolution. (People who don't keep such resolutions don't because they didn't get in the first five steps!)

F. Disagreement Check

While the person is doing the First Dynamic Danger Formula (or after it is completed), and with C/S OK, the person may be given a Disagreement Check per HCOB 22 Mar 72RA, Rev. 24 Mar 85, DISAGREEMENT CHECK and HCO PL 19 Jan 66, DANGER CONDITION, RESPONSIBILITIES OF DECLARING. Danger Conditions only occur when there are fundamental disagreements on a command channel, thus this is an important step in the program.

ADDITIONAL ACTIONS

The A--F steps above will thoroughly handle most any Danger Condition. However, if a person assigned Danger continues to be bypassed even after these steps have been done, there are additional technical actions the C/S can order done to fully resolve the situation and raise the condition. If the situation is simply that the person is refusing to follow the First Dynamic formula then HCO moves in with a full investigation and takes action per what it finds.

Sec Checking

Security checking is an invaluable tool for getting a person cleaned up. (In fact, it is policy that MAAs and EOs must be trained as qualified sec checkers or be subject to post removal!) It may be necessary for the person to be sec checked in order to fully clean up the out ethics situation. (Ref: HCOB 28 Sep 82, C/S Series 115, MIXING RUNDOWNS AND REPAIRS, HCOB 13 Oct 82, C/S Series 116, ETHICS AND THE C/S, and HCOB 30 Nov 78, CONFSSIONAL PROCEDURE)

Remedies for Misunderstoods

Remedies A and B (see THE BOOK OF CASE REMEDIES) and Method One Word Clearing are actions which clear up misunderstands in current and earlier similar subjects. These are highly effective in proofing up a person against future Danger conditions.

Compulsive Bypasser

In handling a Danger Condition in an area you may occasionally encounter a person who compulsively bypasses others. As he is constantly by-passing he will effectively perpetuate a Danger Condition until handled. Handlings for such a person are:

1. Disagreement Check (HCOB 22 March 72RA, Rev. 24.3.85 DISAGREEMENT CHECK).
2. Remedies A and B as per the Book of Case Remedies.
3. Method One Word Clearing.
4. L&N "In your past, who or what was similar to (name of person being bypassed)?" to the BD F/N item.
5. Run the command "Who shouldn't be ignored?" repetitively to F/N, cognition, VGIs and release.

RESULT

With the full Danger handling done, one can expect that that staff member will now be much more stable and productive on post, and that he will move on up the conditions under his own steam and do well.

One could err in the direction of ending off this handling too soon — such as ending after Step E because the person was apparently now doing better, and thus never getting the underlying disagreements (and then finding the person assigned Danger again the next week!).

One could also err in the direction of carrying on with these steps past the point where the situation had been fully handled. One does not carry on with Ethics actions past the point where the result has been achieved. Ethics is not an end unto itself; it is a MEANS to the end of getting tech IN. (Ref: HCO PL 16 May 65, INDICATORS OF ORGS and HCOB 26 Aug 70, C/S Series 17, INCOMPLETE CASES)

FULL STUDY

Study of this HCO PL is NO substitute for a full study of the many policies and bulletins on the subject. In fact, there is even a new addition to the list of vital checksheets on Ethics technology which deals directly with the detection and handling of Danger Conditions: the DANGER HANDLING MINI COURSE, HCO PL 25 Mar 85.

SUMMARY

Man is in a continual condition of being human. A human being is in Danger all the time — catastrophe, the elements, being eaten, car wrecks and so on. The actual truth of the matter is a thetan is in somewhat of a dangerous environment. His body dies every 60 or 70 years and that is not a healthy condition. If the full tech of Danger handling were totally applied, it could move one up the line out of the condition of being human!

But one can apply this tech in life and must apply it to succeed organizationally and that is why this Policy Letter has been written: To assist you in getting the show on the road and production soaring!

L. RON HUBBARD
FOUNDER

Adopted as Official
Church Policy by the
CHURCH OF SCIENTOLOGY
INTERNATIONAL

LRH:CSI:rw:sk

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 APRIL 1972R
REVISED 1 DECEMBER 1979

Remimeo

(Revisions in Script)

ETHICS

(Cancels HCO PL of 7 Feb 70
DANGER CONDITION 2ND FORMULA)

(Ref: HCO PL 16 Jan 66R DANGER CONDITION
Rev. 29.11.79
HCO PL 19 Jan 66 III DANGER CONDITION RESPON-
SIBILITIES OF DECLARING)

CORRECT DANGER CONDITION

HANDLING

When the correct formula for handling a Danger Condition is not done, an org or activity or person cannot easily get above that condition thereafter.

When we had the 2nd Danger Formula apparently it was applied but the real Danger Formula wasn't. This made some orgs and people remain in or below Danger and made it very hard for them to get above that state.

A prolonged state of emergency or threats to viability or survival or a prolonged single-handing will not improve unless the actual danger formula is applied.

DANGER FORMULA

The original formula follows:

1. By-pass (ignore the junior or juniors normally in charge of the activity and handle it personally).
2. Handle the situation and any danger in it.
3. Assign the area where it had to be handled a Danger Condition.
- 4R. *Assign each individual connected with the Danger Condition a First Dynamic Danger Condition and enforce and ensure that they follow the formula completely and if they do not do so do a full ethics investigation and take all actions indicated.*
5. Reorganize the activity so that the situation does not repeat.
6. Recommend any firm policy that will hereafter detect and/or prevent the condition from recurring.

The senior executive present acts and acts according to the formula above.

A Danger Condition is normally assigned when:

1. An emergency condition has continued too long.
2. A statistic plunges downward very steeply.

3. A senior executive suddenly finds himself or herself wearing the hat of the activity because it is in trouble.

FIRST DYNAMIC FORMULA

The formula is converted for the 1st dynamic to

- 1st 1. By-pass habits or normal routines.
- 1st 2. Handle the situation and any Danger in it.
- 1st 3. Assign self a danger condition.
- 1st 4. Get in your own personal ethics by finding what you are doing that is out-ethics and use self discipline to correct it and get honest and straight.
- 1st 5. Reorganize your life so that the dangerous situation is not continually happening to you.
- 1st 6. Formulate and adopt firm policy that will hereafter detect and prevent the same situation from continuing to occur.

JUNIOR DANGER FORMULA

Where a danger condition is assigned to a junior, request that he or she or the entire activity write up his or her overts and withholds and any known out-ethics situation and turn them in at a certain stated time on a basis that the penalty for them will be lessened but if discovered later after the deadline they will be doubled.

This done, require that the junior and the staff that had to be by-passed and whose work had to be done for them or continually corrected, each one write up and fully execute the FIRST DYNAMIC DANGER FORMULA for himself personally and turn it in.

ASSESSMENT

If the necessity to by-pass continues or if an area or person did not comply, use a meter and assess or get assessed the following questionnaire.

THE TROUBLE AREA

QUESTIONNAIRE

Person's Name	Post	Date
---------------	------	------

To be done on the person by one who can correctly operate a meter.

The list is done by telling the person you are about to ask him some questions on a meter and then just assess this list for reads.

Mark each read properly.

- (a) Are you doing anything dishonest? _____
- (b) Are you more interested in something else than your job? _____
- (c) Are you falsely reporting about anything? _____
- (d) Are you doing something harmful? _____
- (e) Are you doing little or nothing of value? _____
- (f) Are you pretending? _____
- (g) Are you in disagreement with something? _____
- (h) Do you have overts? _____
- (i) Are you withholding something? _____
- (j) Do you know of some out-ethics around you? _____
- (k) Don't you know what your post product is? _____
- (l) Are the products of others around you unknown to you? _____
- (m) Do you have things about your post you don't understand? _____
- (n) Do you have words on your post you don't understand? _____
- (o) Don't you know Grammar? _____
- (p) Is there some reason you are not quite on post? _____
- (q) Is someone giving you orders you don't understand? _____
- (r) Are you getting orders from too many places? _____
- (s) Don't you have a post? _____
- (t) Don't you know what your post is? _____
- (u) Have you really not read your hat? _____
- (v) Are you here for some other reason than you say? _____
- (w) Were you planning to leave? _____
- (x) Is your post temporary? _____
- (y) What about your post purpose? _____
- (z) Are you in any way misemotional or upset about your post? _____
- (aa) Are you actually doing fine? _____

When this has been assessed on a meter one then takes the largest read or TA blowdown and handles it.

This is done by writing the question letter and the person's answers.

Each question that read is given two way communication until each question that read has attained a floating needle.

The form used and the worksheets are placed in the person's folder so that other handling can be programmed and done as needed.

Operator's Name

Probable WHY _____

WHY

The above questionnaire can also be used to help find a WHY (it will not directly find one as the Why has to be re-phrased for each individual).

A WHY should always be found for individuals in a Danger Condition.

TROUBLE AREA SHORT FORM

Person's Name	Post	Date
---------------	------	------

A short form can be done on someone who is an "old hand" and knows the tune.

- SF 1. Out-Ethics? _____
- SF 2. Overts? _____
- SF 3. Withholds? _____
- SF 4. Disagreements? _____
- SF 5. False Reports? _____
- SF 6. Product Unknown? _____
- SF 7. Products of others Unknown? _____
- SF 8. Post purpose? _____
- SF 9. Situations not understood? _____
- SF 10. Misunderstood words? _____
- SF 11. Misunderstood grammar? _____
- SF 12. Wrong WHY? _____
- SF 13. Omitted materials? _____
- SF 14. Misemotional? _____
- SF 15. False passes? _____
- SF 16. Invalidation? _____
- SF 17. Wrong Orders? _____
- SF 18. Not understood? _____
- SF 19. No situation? _____
- SF 20. Doing fine really? _____

(Handling is the same as in the long form.)

Probable WHY _____

Operator

ENDING A DANGER CONDITION

When production has again increased the Danger Condition should be formally ended and an Emergency Condition assigned and its formula should be followed.

L. RON HUBBARD
FOUNDER

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Remimeo

Establishment Officer Series 13

DOING WORK

The basic Est O problem is getting somebody to do his job.

This is not just executives nor "bad staff". It tends to be rather prevalent in our modern culture.

The basic Question really is "Why can't you do what you are supposed to be doing?"

An Est O will find many people "busy", but really not doing their post hat.

As the Est O's own stat depends on people actually doing their jobs, and as the pay and well being of those people also depend on it, it amounts to quite a problem.

You can do a Product Rundown to cognitions. But then in some cases nothing happens.

You hat and still nothing happens.

ABERRATION

To understand this you have to understand "Aberration".

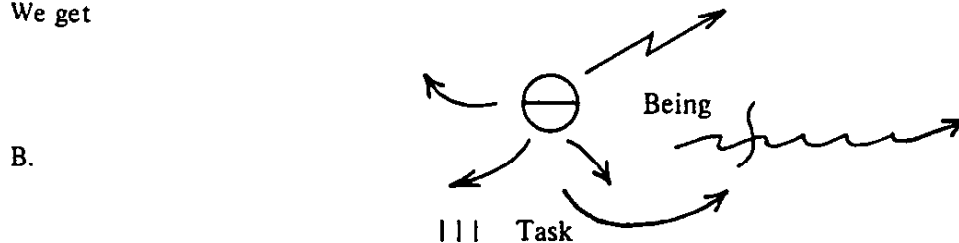
Get the idea of a being doing wholly what he is doing. You get this:



It is a *straight* line of attention.

Now get the idea of somebody "doing a job that is not doing what he is doing".

We get



This is aberration. Which means "not in a straight line".

So in example A, the person *does* what he is doing.

In example B, he is doing but he is not doing what he is doing **MENTALLY**. Mentally he is doing something else while he is doing what he *seems* to be doing.

SCHIZOPHRENIA

The most prevalent “mental disorder” is supposed to be Schizophrenia. This means “SCISSORS” or 2 plus “head”. A Two-head in other words. And in this case two heads are not better than one (joke).

You see this in institutions. A person is changing valences (personalities) click-click-click, one to the next.

But the condition is a gradient one that worsens between sanity and the bottom of the scale.

Midway, the condition is common but almost never noticed. It is so common today that it passes as normal humanoid.

The person is not doing what he is doing.

Examples of this are: people who do not like a job with responsibility because they “like to do mechanical things so they can dream of something else while working”; persons who “have to do something else before they can _____”; persons who are out of area; persons who continually make Dev-T.

There is also the person who rams sideways into the work of others with “mistakes” “demands” and prevents them from doing what they are doing while himself not doing what he is doing.

One can't say these people are crazy. Not today. But one can say they make problems which are very difficult unless you know how to unlock the riddle.

BARRIERS

Study Series No. 2 HCO B 2 June 1971 Issue I “Confronting” and the drills given in the Est O Tape series can push their way through an astonishing mass of barriers.

For this is what the condition is—an effort to get through barriers.

The reason example B above occurs is that the person's attention is misdirected by mental barriers each time he tries to do A above.

Yet only if he can do A will he have any self-determinism and Power.

It does not mean he is crazy. It means he is incapable of directing his attention straight. Each time he does, he hits something that deflects it (sends it off at an angle).

All this will seem very reasonable to him because it is the way it has always been. And like the little girl who never knew she had had a headache from the time of birth, and only knew it when it quit suddenly, such a person does not realize he cannot control his attention.

Such think about lots of other things while apparently thinking about what they are doing. And they do lots of other things.

MISUNDERSTOODS

Misunderstood words prevent them being in communication with materials or others. Thus they do not *read* or *listen*. They maunder (which means wander about mentally).

This is the inflow side of it.

The outflow side are barriers of odd fears and peculiar ideas.

Such people appear rather weak and dispersed. Or too heavy and stubborn to make up for it.

They have fixed ideas and other outpoints because their thoughts *detour* instead of running along a highway.

HAPPINESS

To get someone to actually do what he is doing when he is doing it will sound

cruel to some people. That's because they find it painful to confront and would rather withdraw and maunder, sort of self audit themselves through life.

They are not happy.

Happiness comes from self-determinism, production, and pride.

Happiness is Power and Power is being able to do what one is doing when one is doing it.

COMPETENCE

When a person is competent, nothing can shake his pride. The world can yell. But it doesn't shake him.

Competence is not a question of one being being more clever than another. It is one being being more able to do what he is doing than another is.

Example A is Competence.

Example B is Incompetence.

MORE THERE

You could say a competent person was "more there". But this is really "more able to put his attention on what he has his attention on".

WHY

Anyone who is not a fireball on his post could be described by this WHY:

Unable to do his post for an individual WHY for each person.

Thus there are two ready remedies an Est O can use.

1. He can find the WHY a person cannot do his post and then handle it.
2. He can do Est O drills on the person.

In finding the WHY the observation itself that his stats are low may find the person a bit defensive.

It just could be that he *does* do what he is doing. But if so his stats would be high and he would be moving fast.

Thus one has to find his personal WHY. If it is the right one he should have very good indicators and speed up and do his job. If it is not quite the right one he may feel degraded or ashamed.

The test of any right WHY is does it raise the existing scene toward the Ideal with existing resources.

Thus you can get a WHY that is not wholly acceptable until handled. But if you really are spot on it should blow a lot of the barriers.

Thus a real WHY blows a lot of the barriers, when handled, between the being and his job.

The drills then push it on through.

The drills sometimes blow through the WHY. The WHY sometimes blows right through any need of drills.

So these two actions interact.

If you see someone feeling very guilty after the WHY "is found", better check it over. It could be a wrong WHY and in this case, just find a new one.

THIRD ACTION

The Primary Rundown, HCO B 30 Mar 72, should be done on a staff member thoroughly.

Otherwise he will remain to some degree out of comm. He will not be able to take in data quickly if he cannot communicate with words.

PROCESSING

Of course processing removes *all* the barriers eventually. But it is not necessarily aimed at doing a job.

Ability potential is enormously increased by processing.

But traditionally we do not rely on processing to handle staff.

We handle people and we handle cases.

But auditors and staff members, simply because we *do* handle people and cases, must not have cases on post. We do not admit that they have cases. This raises necessity level.

And it is quite amazing how high that necessity level can be raised and how a person can function despite his case.

If we admitted that staff had cases we couldn't handle public cases. It's that simple.

So an Est O does not advise or use auditing on staff members as a post remedy nor accept case as a WHY.

Of course "case" is a WHY. But when you accept it you retreat from Example A above and at once get a B.

You will be amazed how a person can begin to do what he is doing by finding his WHY and doing drills.

And of course you also have to handle the fellows who jam in from the side at every turn and disperse the staff member's attention. He too (and especially) isn't doing what he is doing.

The same procedure (WHY and drills) handles him as well.

In sum, if a staff member isn't doing what he is doing he is doing something else. They never do nothing.

Ask "What is the reason you do not fully do your post?" or any such version. Find the real WHY. And handle the person.

That's the major part of an Est O's job.

And don't be surprised if you get a cheerful "but I am!" And find he is.

But his stats and speed tell the whole story.

L. RON HUBBARD
Founder

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[See also HCO PL 9 May 1974, *Prod-Org, Esto and Older Systems Reconciled*, on page 446, which modifies the above Policy Letter.]

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 13 OCTOBER 1980

Remimeo

(Originally LRH OODs Items of
11 April 1972 and 12 April 1972)

ETHICS CHANGE

You will find with HCO PL 9 Apr 72 ETHICS - CORRECT DANGER CONDITION HANDLING there has been a change in Ethics actions.

As a bad action is really just an outpoint, justice gets into outpoint-correct, outpoint-correct. Thus things get worse because no Why is found.

This PL locates THE why for out Ethics on the individual. This corrected, he can then be a more valuable person and more ethical.

DANGER CONDITION

The right way to really handle a Danger Condition assigned one is to get an assessment on HCO PL 9 Apr 72 and get a Why found and then do the 1st Dynamic formula in that PL.

Est O Series 13 is what the why is actually trying to solve - "how doesn't he really do what he's supposed to be doing".

The assessment gives one the AREA of the Why.

That 1st Dynamic Danger formula is quite something. It is written in a very short form. The 1st 1 really means, knock off doing the Why found!

When I was studying this subject, I found that this formula (fully laid out) would practically solve a case! At least the dangerous elements of one. (It doesn't change auditing tech.)

"Doing Work"

"Correct Danger Handling"

If you read Est O Series 13 and then 9 Apr 72 PL you'll see how it all fits.

Thus, misbehavior is not something to study or make guilty with. It's just an outpoint. Somewhere there is a Why. If the WHY is not corrected no situation will improve! Nor any person either!

So when you apply Scn logic to the problem of justice you get improvement! And Man has never achieved any part of that.

Solves Man's oldest riddle. What is good, what is bad, what is justice.

Hi Hi! Lookout world, here we come!

(Note: HCO PL 9 Apr 72 ETHICS - CORRECT DANGER CONDITION HANDLING was revised 1 December 1979. This revision does not change the above issue.)

L. RON HUBBARD
FOUNDER

Compiled and issued by
Sherry Anderson
Compilations Missionaire

Approved & accepted by the

BOARDS OF DIRECTORS
of the
CHURCHES OF SCIENTOLOGY

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 24 DECEMBER 1966

Issue II

CORRECTION AND ADDITION

General
Non-Remimeo
Execs SH
Org Exec Course

Admin Know-How Series 11

HOW TO PROGRAM AN ORG
CORRECTIONS AND ADDITION

SEQUENCE OF PROGRAMS CORRECTION

The sixth SH program from the top on page one states, "To find financial support for SH activities resulting in the SHSBC *which also accomplished the next above.*" This does not refer to "next above" but to two above, "To train technical and admin staffs for Commonwealth orgs." The Saint Hill Special Briefing Course was founded (a) to train tech and admin staffs for Commonwealth orgs and (b) was found to be the solvency factor of Saint Hill which was being looked for.

"Next above," "To make Commonwealth orgs run on their income without using all the bills sums owed SH or Ron as part of their operating funds" has only partially been solved and the SHSBC was not founded to solve it although it helped. The 7 div system began to solve it (financial independence of outer orgs) but only where a *good* Qual Div was put in first and all area failed or overrun cases were picked up. It is notable that Sydney and Adelaide, reported by Auckland to have put in *no* Qual Div even after 2 years of urging, were low orgs on the totem pole. Others that did get in a Qual Div and pick up their failed cases and overruns improved very markedly. So the solution to solvent outer orgs that could run without using SH or Ron's income lay in (a) establishing a fine Qual Div, (b) picking up their area's "failed cases" and also repairing *all* overruns, (c) training their staffs on tech and admin in the new Qual and (d) putting in a fine Tech Div. Those that really did that are going very well. Sydney, which butchered cases once by overrun R2-12, evidently completely neglected the program and remains insolvent.

ADDITION

To make a simpler statement of what is a program, the following is offered:

1. The org has a problem relating to its function and survival.
2. Unless the problem is solved, the org will not do well and may even go under.
3. The *solution* is actually an org activity or drill. We call this a PROGRAM.
4. To find and establish a *program*, one conceives of a solution and sets it up independent of org lines with its own staff and finance as a SPECIAL PROJECT.
5. When a special project is seen to be effective or, especially, profitable, it is then put into the org lines as worked out in the "special project," bringing its own staff with it.
6. The usual place to carry a special project is under the Office of LRH or the Office of the HCO Exec Sec or Office of the Org Exec Sec. Programs go in their appropriate departments and divisions, one to six, not seven.

OVERHAULING A PROJECT

When a program goes bad, gets altered to a point of unworkability or carelessly conducted or is dropped without orders to do so, two things may happen.

1. The Exec Sec (or LRH, Guardian or Asst Guardian or LRH Comm) over that division puts the executives which should have seen to the program in DANGER condition and personally pushes to get the program back in as a program.
2. If this fails, the Exec Sec (or LRH, the Guardian or Asst Guardian or the LRH Comm) hauls the whole program into his own office as though it were a new special project, gets it personnel and finance and sets it all up and then gives it over to its correct dept and division.

The second step comes about when one finds any noncompliance in doing (1) above. As a Danger condition was already set up and the Exec Sec (or other senior) is handling it on a bypass already, if one *still* can't get the program restarted, there is no other action one can take than pulling the whole thing into one's own office. For sure somebody has a foot on it. Although we can try to find WHO has, this is no reason to continue to stall the program. After a Danger condition on a program has existed for a while with no change of activity, one is wasting one's time to keep pushing on a via. The *easier* course is simply to say, "As Address has been in Danger for some time and still continues to goof, I, the HCO Exec Sec, hereby take Address into my office in Division 7 where I will personally straighten it out and meanwhile the Ad Council is to nominate for the Exec Council a new HCO Area Sec."

In actual operation—I often do (1) above—call a Danger condition on a program that is not functioning, handle it personally and use ethics action on those bypassed.

Sometimes when (1) doesn't work, I realize there is interference still and haul the whole section into my office as a function of my office. It may stay there quite a while. Then I will put it elsewhere as a complete section transfer. Sometimes after the transfer I again have to haul it back. Usually that's because it went into the wrong place in the org. If you put a section in the wrong dept or division, it just won't function. The exception is the Exec Div and anything can be put in there for a while.

The common error in (2) is to forget one has it and forget to transfer it when formed up properly. If one looks over what hats he is wearing, one usually finds a program or two he has been handling and which he ought to finish up in final form and put into the org proper.

In theory, any exec or even an in-charge can do (1) and (2) above.

If (1) doesn't work then do (2). The main mistake is to forget to complete the action of (2) by putting the program back in place in the org. To prevent that from happening, when you do (2), change it also on the org board. Then it stays in view. Otherwise, one forgets and soon begins to feel overworked.

Almost any executive is holding on to a special project or two or even a program. So one should routinely look over one's own hats and refind these and complete cycle on them.

L. RON HUBBARD
Founder

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 17 SEPTEMBER 1980
ISSUE II

(Originally LRH OODs Item of 27 August 1974)

FORMULAS

I've just discovered why some people never really get on post!

They apply the Non-Existence formula, get a reply, then probably do not produce it.

But whether they produce it or not they rarely apply the First Dynamic Danger Formula. Not having applied it, they suck in a by-pass somewhere and really catch it.

Then really they never get even to Emergency, to say nothing of Normal Operation.

Did you ever complete the Non-Existence Formula for your post by producing the needed and wanted?

Did you ever apply the First Dynamic Danger Formula or even ask for upgrade?

No?

Then don't wonder if you get hit. These things operate like natural laws.

See HCO PL 23 Sept 67, which is Page 189 of Vol 0 OEC, and HCO PL 9 April 72R ETHICS - CORRECT DANGER CONDITION HANDLING.

L. RON HUBBARD
FOUNDER

Compiled and issued by
Sherry Anderson
Compilations Missionaire

for the

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of the
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 NOVEMBER 1982

Remimeo
All Orgs
& Missions
All Staff

CONDITIONS HANDLINGS

(Ref:

HCO PL 23 Sep 67	NEW POST FORMULA, THE CONDITIONS FORMULAS
HCO PL 8 Nov 75	NON EXISTENCE FORMULA EXPANDED
HCO PL 9 Apr 72R	CORRECT DANGER CONDITION HANDLING
Rev. 1.12.79	
HCO PL 6 Oct 67R	CONDITIONS OF LIABILITY AND DOUBT
Rev. & Reiss. 25.9.77	
HCO PL 23 Oct 67	ENEMY FORMULA
HCO PL 14 Mar 68	CORRECTED TABLE OF CONDITIONS
HCO PL 16 Oct 68	CONDITION OF TREASON
HCO PL 9 Feb 74R	ETHICS CONDITION BELOW TREASON, CONFUSION FORMULA AND EXPANDED CONFUSION FORMULA
Rev. 17.2.80	
HCO PL 27 Aug 82	VITAL DATA: POWER AND AFFLUENCE
Corr. & Reiss. 28.9.82	CONDITIONS
HCO PL 27 Sep 82	THE BASICS OF STATISTICS AND MANAGEMENT.)

One has to do the steps of a condition formula in order to improve one's condition.

And those doingsnesses, which will bring about a changed condition, will then be reflected in one's statistics.

A recent communication I had from a staff member illustrates this perfectly.

This staff member had, for years, started each new week with a battleplan that encompassed the exact actions she had worked out to take on her post, in order to actually apply the steps of the formula for the condition she was in.

Whatever her condition at the end of the week, she did a weekly conditions formula write-up, worked out how she would apply the formula steps in relation to her post, and added those actions at the beginning of her battleplan. Other battleplan targets would also be included but the weekly condition handling steps were always a part of it. This brought good results statistic-wise.

When she ceased to do this and began simply battleplanning needed actions without taking the condition into account, her application of the formulas on a routine basis also dropped out. The result was she suddenly found herself with crashed statistics and faced with post and production situations which needed resolving fast. And she experienced the phenomenon of feeling there was "no handling apparent" for the situation.

Of course, if one doesn't do the steps to handle a condition (the formula), then one has "no handling" for the condition!

Needless to say, this staff member, upon spotting what had happened, resumed doing her weekly formula write-ups at once!

I think there may be staff members who don't do any part of this. Aside from possibly not knowing what their stat is or what the org stat really is, they don't finish their week by assigning it a condition and writing up the formula. And so, of course, they wind up not doing the handling for the condition they're in.

There are undoubtedly some staff who think they don't have to do so if it is not in a lower condition. Yet they are upsetting their higher conditions by not doing so.

There is a law that holds true in this universe whereby if one does not correctly designate the condition he is in and apply its formula to his activities or if he assigns and applies the wrong condition, then the following happens: He will inevitably drop one condition below the condition he is actually in. Thus, if one incorrectly says he is in Power and tries to apply that formula when he is actually in Non-Existence, he will inevitably drop to Liability. If one incorrectly states he is in Normal when he is actually in Emergency, he will drop to Danger. Thus it is vital to accurately and honestly ascertain the condition one is in and apply that formula and actually do it. Otherwise one can go the route and drop down the conditions without ever understanding why. Whole nations do this and it is one of the reasons for the decline of civilizations. And while one is not a nation, one is still important enough to properly handle conditions.

And remember that it is not enough to do this as a simple administrative exercise; one actually has to do the formulas if he ever expects his condition to improve.

The way to never be faced with post situations for which there seems to be "no handling" is to routinely and regularly ascertain and apply the conditions formulas to one's post and activities.

L. RON HUBBARD
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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 19 JANUARY 1966

Review Auditors
Level III Students

DANGER CONDITIONS
TECHNICAL DATA FOR REVIEW AUDITORS

To cure a disagreement one can:

1. Locate disagreements on certain subjects by listing a question such as "On what do you disagree with?" and locating the item with assessment and blowing it by inspection (itsa).
2. Locate former similar subjects the person disagreed with.
3. Locate things on the subject the person has not understood and get them clarified.
4. Locate earlier similar subjects the person has not understood and get them clarified.

IMPORTANT—if a person's attitude does not change after doing one of the above, do another or find another item using same process (listed above) as before.

A whole case will fall apart this way.

Compulsive by-passing can be handled by:

1. Doing disagreements as above.
2. Doing misunderstands as above.
3. Finding persons similar to the person being by-passed, using standard listing and assessing as in all these.
4. Flattening a question "Who shouldn't be ignored?" (Don't run "Who has by-passed you?" or "Who should be ignored?" as these are out-of-ARC processes.)

Ordinary Comm processes also help of course and a good Grade 0 release helps. Higher Release Grades help. And Clearing, naturally takes care of the lot of course.

There is direct co-ordination between the state of a case (state of meter also) and the ability to follow a command line. The worse off the case (or meter) the less the person can follow a comm line. A person with a very high or very low TA and/or a stuck needle or an ARC Broke needle (floats but never responds and lots of bad indicators) should not only never be an executive but also will raise havoc in an org.

It is a standard review action in an org to handle such cases sent to Review by reason of having been part of Danger Condition assignments. In such cases, aside from usual Review actions, the above should be done.

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 22 MARCH 1972RA
REVISED AND REISSUED 24 MARCH 1985

Remimeo
EstOs
HCOs
MAAs/EOs
Execs
Ethics Officer
checksheets

(This HCOB was originally issued in 1972.
It was subsequently revised several times
by others and finally cancelled illegally,
losing the valid tech it contained to use.
It has been updated and is reissued here
for use by Execs and EstOs.)

(Revisions not in script)

DISAGREEMENT CHECK

(Reference:

HCO PL 19 Jan 66 DANGER CONDITION, RESPONSIBILITIES OF
DECLARING)

(Modifies:

HCO B 19 Jan 66 DANGER CONDITIONS TECHNICAL DATA
FOR REVIEW AUDITORS)

(These issues remain cancelled:

HCO B 22 Mar 72 DISAGREEMENT CHECK

HCO B 22 Mar 72R DISAGREEMENT REMEDY
Rev. 12.7.73

BTB 22 Mar 72R DISAGREEMENT REMEDY
Rev. 12.7.73
Reiss. 6.7.74

BTB 22 Mar 72RA DISAGREEMENT REMEDY
Rev. 11.1.77)

Handling staff members, students, auditors, pcs or field
personnel with disagreements does not always resolve readily
with misunderstood word handling. There are other sources for
disagreements.

HCO Policy Letter of 19 Jan 66, DANGER CONDITION, RESPON-
SIBILITIES OF DECLARING states that an Executive declaring
a Danger Condition "should make an effort to find the disagree-
ment on all persons found responsible for a Danger Condition."
There is also apparently a relationship between a person with
a low leadership survey and lots of disagreements.

A Disagreement Check consists of the following steps which
are done by a Class III or above Auditor. This rundown can also
be done on a preclear in the HGC as part of his program. The
rundown requires C/S clearance. (Ref: HCOB 28 Sep 82, C/S Series
115, MIXING RUNDOWNS & REPAIRS)

PROCEDURE

STEP ONE:

Fly all ruds.

STEP TWO:

Disagreement List One (DL-1)

Clear each of the words in the following question and list, then assess it Method 5 (assess the whole list and take up reading items in order of longest reads):

"ARE THERE ANY DISAGREEMENTS WITH:

- (A) A SENIOR _____
- (B) YOUR POST _____
- (C) THE ORG _____
- (D) TECHNOLOGY _____
- (E) ORDERS _____
- (F) POLICY _____
- (G) PROJECTS _____
- (H) PROGRAMMES _____
- (I) SCIENTOLOGY _____
- (J) DIANETICS _____
- (K) SOME FORMER SIMILAR SUBJECT _____
- (L) SOME OTHER SIMILAR SUBJECT OR AREA _____

Note: If K or L reads, get what the subject or area is before going on to the next step.

This assessment will locate most organizational disagreements but the C/S may add additional subjects to suit the case at his discretion.

STEP THREE:

Give the pc an R-factor that you are going to take up any and all disagreements and handle one at a time. Clear and ask "DO YOU HAVE ANY DISAGREEMENT ON __ (item from DL-1) ___?" Get the disagreement stated briefly. Note any SFs, Fs, LFs, BDs when the question is asked and as pc says the disagreement. If pc gives a disagreement and gets no reads or BD, ask "DO YOU HAVE ANY OTHER DISAGREEMENT ON (item from DL-1)?" If still no reading disagreements coming up, check the item itself for False and Protest and handle accordingly. Do not run a non-reading disagreement in the next step.

At this point PreOTs, OT III and above should be handled per HCOB 4 Jul 79, CONFIDENTIAL — HANDLING CORRECTION LISTS ON OTs.

STEP FOUR:

Clear the words in the following list and assess it Method 3, handling each reading item with 2WC earlier similar to F/N.

Disagreement List Two (DL-2)

"In relation to that disagreement is there:

- (1) AN ALTERED SEQUENCE _____
- (2) OMITTED DATA _____
- (3) DROPPED OUT TIME _____
- (4) A FALSEHOOD _____
- (5) AN ALTERED IMPORTANCE _____
- (6) A WRONG TARGET _____
- (7) A WRONG SOURCE _____
- (8) CONTRARY FACTS _____
- (9) ADDED TIME _____
- (10) ADDED INAPPLICABLE DATA _____
- (11) AN INCORRECTLY INCLUDED DATUM _____
- (12) ASSUMED "IDENTITIES" WHICH WERE
NOT IDENTICAL _____
- (13) ASSUMED "SIMILARITIES" WHICH WERE
NOT SIMILAR OR THE SAME CLASS OF THING _____
- (14) ASSUMED DIFFERENCES WHICH WERE
NOT DIFFERENT _____
- (15) AN INCONSISTENCY _____
- (16) A MISUNDERSTOOD WORD OR SYMBOL
(Handle with Word Clearing Method 4 to F/N.) _____
- (17) DEV-T _____
- (18) CROSS ORDERS _____
- (19) COUNTER INTENTION _____

If the disagreement has not been cleaned up to VGIs after completing this assessment and handling reading items, the list (DL-2) may be run through again to catch anything missed on the first assessment.

STEP FIVE:

Clear and ask "IS THERE ANY OTHER DISAGREEMENT ON__ (item from DL-1)___?" Handle any reading disagreements given as per Steps Three and Four until the pc has no more disagreements on that subject and F/N VGIs.

STEP SIX:

Clear and run "IS THERE ANYTHING ON __ (DL-1 item just run above) __ YOU AGREE WITH?" 2WC any reading answer earlier similar to F/N.

STEP SEVEN:

Take up the next best reading item from DL-1 and handle as per Steps Three to Six to F/N VGIs and no more disagreements on that subject.

STEP EIGHT:

Handle all remaining reading items in order of reads until all reading items on DL-1 have been handled fully as per Steps Three to Six above.

STEP NINE:

Re-assess the Disagreement List One, which should now be an F/Ning list. Any reading items should be handled in order of greatest reads as per Steps Three to Seven until DL-1 is an F/Ning list with VGIs.

USE

Qual personnel are referred to HCO Policy Letter 28 Dec 67, QUAL SENIOR DATUM when handling persons sent for Disagreement Checks. It is up to the Qual Sec or Dir Personnel Enhancement to interview the person and ascertain the correct handling and correction. Qual is not obliged to follow any orders re the handling of students, staff or pcs, but they are expected to fully handle and correct each person properly.

END PHENOMENA

The EP of the Disagreement Check is an F/Ning list with VGIs and the pc free of disagreements on the subjects handled.

SUMMARY

Standardly audited and C/Sed and used as part of a full Danger handling program, this rundown provides an invaluable tool for cleaning up persons who have gotten into a Danger Condition.

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LRH:rw:dk

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 28 SEPTEMBER 1982

Remimeo
All C/Ses
All Auditors

C/S Series 115

MIXING RUNDOWNS & REPAIRS

(REF: HCOB 6 Mar 74 INTROSPECTION RD, SECOND ADDITION
INFORMATION TO C/SES
(Section: "Integrity")
HCOB 9 Jun 71 II C/S Series 42
C/S RULES
HCOB 20 Nov 73 II C/S Series 89
F/N WHAT YOU ASK OR PROGRAM
HCOB 26 May 71 C/S Series 38
TRS COURSE AND AUDITING
MIXING MAJOR ACTIONS
HCOB 20 Jun 71 C/S Series 47
THE SUPREME TEST OF A C/S
POST PURPOSE CLEARING
HCOB 4 Aug 71R Rev. 26.11.74
HCOB 17 Dec 81 POST PURPOSE CLEARING REVIVED
HCOB 20 Dec 71 C/S Series 72
Reiss. 27.9.77 USE OF CORRECTION LISTS
HCOB 16 Jun 70 C/S Series 6
WHAT THE C/S IS DOING
(Section: "C/S Purpose")
HCOB 8 Aug 71 C/S Series 55
THE IVORY TOWER
DIANETICS: THE MODERN SCIENCE OF MENTAL HEALTH
Book Three, Chapter III, The Auditor's Role
SCIENTOLOGY 0-8, THE BOOK OF BASICS
Book One, Chapter 3, Consideration and
Mechanics.)

WHEN C/SING A RUNDOWN ONE C/SES THAT RUNDOWN, NOT A MIXTURE
OF DIFFERENT RUNDOWNS. EACH RUNDOWN IS ITSELF AND NO OTHER, AND
EACH RUNDOWN HAS ITS OWN REPAIR.

To do otherwise is violent and actionable out-tech

EXAMPLES OF MIXED RUNDOWNS AND REPAIRS

Recently one particular (now removed) C/S was found to have
an "anything goes" pattern of C/Sing and programming cases. This
C/S mixed rundowns one with another into hash and did not do the
standard rundown or repair it standardly as its own rundown.

Example: A case was being run on Post Purpose Clearing and
got up through the L&N step. The C/S decided something was wrong
with the purpose that had been listed and ordered an Expanded
Dianetics action on it. The result was an evaluated-for and
caved in pc. PPC is just PPC, it is not mixed with other rundowns.

Example: A Pre-OT on the level of Solo OT III was solo audit-
ing as per the directions given in the OT III materials. At one
point the Pre-OT ran into some BPC. Instead of C/Sing for the
repair list for that level, the C/S took parts of another rundown
(Audited NOTs) and wrote out C/S instructions for the solo auditor
to run solo, as part of OT III. Before this was caught by another

C/S and handled the Pre-OT had done a number of attempted solo sessions and gotten her case into quite a snarl. OT III and New OT V (Audited NOTs) are two entirely separate rundowns and must not be mish-mashed together.

Example: A Pre-OT was left incomplete on a NOTs Drug RD and put onto the HRD. Then, with the HRD only half done, was put onto a rundown of HC lists "on your marriage", and then put onto yet another action. Needless to say, the end product of these mixed rundowns was a totally and utterly messed-up case.

Example (taken from earlier C/S errors): A pc was C/Sed for Book One Dianetics, was audited halfway down a chain and was left there. Then, because he was upset, was C/Sed to be "repaired" by flying Scientology ruds instead of a Dianetics Repair prepared list!

Example: A pc on Grade IV was given a wrong item, got upset, was "repaired" with an O/W session! And blew.

Example: A pc was started on NED and, with it incomplete, was begun on Scientology Grades. Then, with Grade 0 incomplete, was C/Sed to begin Book One auditing, and when this bogged was "repaired" with an L&N prepared list!

The result in all these cases was a thoroughly snarled up case. It required expert C/Sing and auditing to handle and can cause a lot of trouble (including for the C/S found doing it).

Mixing rundowns or repairs for rundowns as in the above examples is out-tech of a very serious nature and must not be done. It is the job of the C/S to make sure that it doesn't happen and handle it when he finds others doing it.

CORRECT C/SING

The right way to go about C/Sing is:

1. Ensure the pc is set up for rundown "X".
2. C/S the pc standardly through rundown "X".
3. If trouble, repair the pc using the repair action or repair list designated for rundown "X".
4. Get rundown "X" completed to its full EP and attested.

Then you can C/S the case for rundown "Y" or rundown "Z" or whatever the next grade or level on the Grade Chart is that pc's next step.

When you find a case where "C/Sing" has not followed the proper Grade Chart or the case has been snarled up with each rundown interrupted with something else or wrong repairs used, the following is the proper procedure:

- A. Go back in the folder to find where the case was doing well. (Or spot it on a meter with dating and get the data that way if folders are unavailable or suspected false.)
- B. Plot out the rundowns run but incomplete.
- C. Spot the wrong prepared lists that were used to "repair".
- D. Program the case to:
 - 1) Complete each action in sequence of incompletes OR use the correct prepared list to repair it.

- ii) Get the case back onto an Advance Program that follows the Grade Chart.

CRAMS, PPC AND CONFESSIONALS

It would be thought that, by this, no one could ever cram a person or do a PPC or require a confessional.

There is a dicey point here. If a case cannot be crammed or Post Purpose Cleared or have a current withhold pulled while he is on a rundown, then no one could be hatted or corrected or gotten back if blown.

This is why it is mandatory to get a C/S okay to cram or PPC or pull O/Ws on a pc.

The safe rules for giving a C/S okay are as follows:

RULE ONE: DO NOT do or permit a cram or PPC or Qual Why Finding on a pc who is NOT at a rest point or win on an RD. Get the pc to a rest point or win on his current RD before these are done.

RULE TWO: ALWAYS require ruds be flown before a cram or PPC.

RULE THREE: ALWAYS use only the repair actions or prepared lists for the RD the pc is ON, not some other "repair" action for some other RD or some action that is squirrel tech.

RULE FOUR: ALWAYS C/S the pc for his own gain, not for any other purpose. The purpose of auditing is to help the pc, not to remedy social or organizational ills. If this is followed, those same ills vanish. If this is not followed, the ills multiply. The purpose of auditing is to help the pc become more able as a being and has no part of discipline or "getting even".

RULE FIVE: It is the C/S who C/Ses the case, NOT the pc or his or her spouse or the Ethics Officer or some senior.

RULE SIX: All cramming, PPCing, withhold pulling and even coffee shop auditing must be part of the pc's auditing folder.

RULE SEVEN: Get the pc on the Grade Chart and keep him progressing up it smoothly, repairing what he is on with what was designed and intended to repair it and not with something else.

RULE EIGHT: C/Sing and auditing are very straightforward procedures, well laid out. If no one in the near infinity of years behind us in this universe came up with a precise and doable system to unsnarl a being -- and they didn't -- the auditor in the chair and the C/S are not going to find any new and wonderfuls off the cuff. Or any "different" cases or pcs either.

RULE NINE: C/Sing and auditing are a straight silver path to a golden future for the pc. It is there to be followed step by step with standard tech and all side trips lead only into grief and thorns.

RULE TEN: All C/Ses and Auditors are trusted beings. They earn that trust by being very standard. When they depart from standard tech, when they mix up RDs or repairs, they betray that trust, the pc and themselves and block the way to a better being and far better universe.

RULE ELEVEN: Standard, straight tech will get the pc there every time. It is only auditors and C/Ses who fail and they fail only when they don't apply completely available, fully published

standard tech. So don't scatter around on the Grade Chart or mix RDs or use wrong repairs, and handle the hell out of it when you find another has done it. And when you find it, report it swiftly to the Senior C/S Int and the new Inspector General N/W via Flag. Standard Dianetics and Scientology tech has never been known to harm anyone. Pretending to apply it when not doing so is applying something else and falsely calling it Dianetics and Scientology. Thus non-standard actions become a violation, not only of trust but of trademark and copyright law and can be actionable.

RULE TWELVE: You are safe and secure doing standard tech.

L. RON HUBBARD
FOUNDER

Data collected by

Cmdr R. Mithoff
Snr C/S Int

Adopted by
CHURCH OF SCIENTOLOGY
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P.S. What happened to the "C/Ses" and "Auditors" who did the above examples? Don't ask! This is a bulletin not a horror movie!

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HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 20 APRIL 1972
Issue II

Remimeo

C/S Series 78

**PRODUCT PURPOSE AND WHY AND
WC ERROR CORRECTION**

Where untrained Auditors are finding Whys for a Danger Formula, or post purposes or post products as called for in the Est O System you will get a certain amount of error and case disturbance. Such upsets also come from word clearing by incompetent persons.

The C/S should look for these especially when such campaigns are in progress. He should suspect them as a possibility when a case bogs.

A C/S must be sure all such papers and worksheets get into pc's folders.

A common repair action is to

1. Do an assessment for type of charge.
2. Handle the charge found by the assessment done.
3. Fly all the reading items found on such assessments by 2wc or direct handling.
4. Suspect LISTING ERRORS on any Why or purpose or product found even though no list exists and reconstruct the list and L4B and handle it.
5. Handle word clearing of *any* type in or out of session with a Word Clear Correction List done in session by an Auditor.
6. When word clearing is too heavy on the pc or doesn't clean up suspect he has been thrown into implants which are mostly words or the words in some engram. As Implants are actually just engrams, handle it with an L3B.

LISTING

Any item found out of session or by a non-auditor is suspect of being a Listing and Nulling (L&N) error even though no list was made.

TODAY A CORRECT L&N ITEM MUST BD AND F/N.

So treat such items as you would list errors and try to reconstruct the list and either confirm the item or locate the real item (may have been invalidated and suppressed) or extend the list and get the real item.

The real item will BD F/N.

One can establish what the situation is with a post purpose, a Why or a product or any other such item by doing an L4B.

SELF AUDITING

The commonest reason for self auditing is a wrong or unfound L&N item.

People can go around and self list or self audit trying to get at the right Why or product or purpose after an error has been made.

REACTION

NOTHING PRODUCES AS MUCH CASE UPSET AS A WRONG LIST ITEM OR A WRONG LIST.

Even, rarely, a DIANETIC LIST can produce wrong list reactions. Ask the pc for his somatics and he blows up or goes into apathy. Or blows. Or attacks the auditor.

ALL of the more violent or bad reactions on the part of the pc come from out lists.

Nothing else produces such a sharp deterioration in a case or even illness.

OUT LISTS

Therefore when one gets a sharp change in a case (like lowered tone, violence, blows, “determination to go on in spite of the supervisor”, long notes from pcs, self C/Sing, etc, etc, the C/S SUSPECTS AN OUT LIST.

This outness can occur in regular sessions even when the item was said to BD F/N.

It can occur in “Coffee shop” (out of session auditing of someone), or by Est Os or poorly trained or untrained staff members or even in life.

PTS

When such actions as finding items by non-auditors are done on PTS people the situation can be bad, so one also suspects the person to be PTS to *someone* or *something*.

“PTS” does not communicate well in an assessment question so one says, “Someone or something is hostile to you” and “You are connected to someone or something that doesn’t agree with Dianetics or Scientology.”

REPAIRS

The main things to know when doing such repairs are (a) that such situations as wrong lists or upset people can occur in an org where untrained people are also using meters and (b) THAT IT IS UP TO THE C/S TO SUSPECT DETECT AND GET THEM HANDLED IN REGULAR SESSION.

Do not ignore the possible bad influence.

As the good outweighs the bad in such cases, it is not a correct answer to forbid such actions.

It is a correct answer to require all such actions and worksheets become part of the folder.

One can also persuade the D of T or Qual to gen in the people doing such actions.

And do not ignore the effect such actions can have on cases and do not neglect to include them in C/Ses before going on with the regular program.

They can all be repaired.

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HCO BULLETIN OF 28 OCTOBER 1976

(Also issued as HCO PL 28 Oct 76, same title.)

Remimeo
All HCOs
All Tech Divs
All Qual Divs
All Courses

C/S Series 98

**AUDITING FOLDERS,
OMISSIONS IN COMPLETENESS**

(Ref: HCO PL 26 OCT 76 Issue I
HCO B 26 OCT 76)

Omissions from folders and complete loss of folders is a very serious matter.

A Case Supervisor, as well as a Folder Error Summary auditor and the auditor himself can be impeded greatly by folder omissions. Loss of folders entirely is a much greater catastrophe.

While cases and even folders can be reconstructed and eventually handled (at enormous trouble and time to the pc and technical people) this does not minimize the offense.

Usually Folder Pages are regarded too lightly as a post and are subject to much transfer even when posted. The Director of Tech Services is often far too lax in posting a Folder Archives I/C even as a double hat. Space restrictions often impede the careful preservation of folders in orgs. But all these posts and spaces are vital to a smooth delivery of auditing and should not be lightly looked upon.

The commonest (and most senseless) omissions from folders are:

1. **WORD CLEARING WORKSHEETS.** These are done in Academies or training or interne areas as well as the HGC and it is often an omitted action to forward them to the person's pc folder. Often the lines to do so are unknown or completely missing. Yet *every* metered Word Clearing action should not only be the subject of a worksheet but also *must* be included in the person's pc folder in date order. Word Clearers can fail to F/N a chain or even fail to clear a word as a chain when it doesn't F/N. Such goofs can mess up cases and leave a C/S perplexed as to how the pc was running well one day and badly the next—yet there is no Word Clearing worksheet there, so the fact of ANOTHER AUDITOR on the case is hidden.
2. **QUAL WHY FINDING ACTIONS.** As Why Finding also includes listing, possibly the most vicious omission is the failure to include Why Finding worksheets in the person's folder or even do a worksheet on it. Yet at least one org has been temporarily wrecked by indiscriminate "Why Finding" in Qual that resulted in wrong items and wrong lists and messed up the cases of whole staffs. This poor Why Finding has led at times to Why Finding becoming a restricted or forbidden practice. Qual worksheets of Why Finding **MUST** be included in the person's folder along with any list made which itself must include the question asked.
3. **HCO WHY FINDING.** These actions must also be the subject of worksheets and must also be included in the person's folder.
4. **ALL SEC CHECKS AND INTEGRITY PROCESS LISTS AND ACTIONS.** It doesn't matter who or what is doing the Sec Check, the resulting action is **NOT** the property of the department or branch or person doing the Sec Checking. A full

worksheet must be made and ALL such actions done **MUST** be included in the routine pc folder of the person.

As it is very vital that a pc's folder be **COMPLETE** as well as exist, hereinafter the loss of a pc's folders and the failure to make worksheets and include them in the person's pc folder shall be actionable by a Committee of Evidence, to be convened by the Senior C/S of an org. and applies to any person or auditor whether staff, mission or field.

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Founder

LRH:nt
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