

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 APRIL 1965
ISSUED 25 JANUARY 1989

Gen. Non-Remimeo

ORGANIZATION OF A SCIENTOLOGY ORG

Note: This same pattern is used for all orgs small or large. In small orgs more posts are additional hats, handed over as the org grows.

DIVISIONS AND DEPARTMENTS

The organization, wherever located, is under the Executive Director, LRH, who handles the six divisions of each org or Scientology.

The following are the SIX DIVISIONS of a Scientology organization (and Scientology):

Division 1—Hubbard Communications Office Division (HCO Division)

Division 2—The Dissemination Division

Division 3—The Organization Division

Division 4—The Technical Division

Division 5—The Qualifications Division

Division 6—The Distribution Division

In a Central Org or Scientology each division is headed by a secretary as follows:

Division 1—The HCO Secretary

Division 2—The Dissemination Secretary

Division 3—The Organization Secretary

Division 4—The Technical Secretary

Division 5—The Qualifications Secretary

Division 6—The Distribution Secretary

The secretary heads up the departments and the directors of his or her division.

The departments are as follows:

*DIVISION 1—HCO DIVISION
THE HCO SECRETARY*

DEPARTMENT 1—The “Office of L. Ron Hubbard,” headed by the LRH Communicator and also contains the HCO Secretary’s Divisional Office. It handles orders, conditions, signatures, coordination, design and planning, justice and HCO personnel.

DEPARTMENT 2—The Department of Communications, headed by the Director of Communications, handling all the communications of Scientology and all the org.

DEPARTMENT 3—The Department of Inspections and Reports, headed by the Director of Inspections and Reports, receiving any and all reports of the Scientology org and all inspections.

*DIVISION 2—THE DISSEMINATION DIVISION
THE DISSEMINATION SECRETARY*

DEPARTMENT 4—The Department of Compilation, headed by the Director of Compilation, compiling anything to be disseminated from the Scientology org.

DEPARTMENT 5—The Department of Publications, headed by the Director of Publications, handling all publishing, printing of books and magazines and anything else of small manufacture and issue such as tapes, meters and insignia, and stocking and selling same.

DEPARTMENT 6—The Department of Promotion and Registration, headed by the Director of Promotion and Registration and doing the promotion and tabulating its results for the Scientology org.

*DIVISION 3—THE ORGANIZATION DIVISION
THE ORGANIZATION SECRETARY*

DEPARTMENT 7—The Department of the Organization, headed by the Director of Organization and being his office and the office of the Organization Secretary, handling all financial planning, purchasing, legal and corporate and company secretarial matters for the org and lower echelon and forming new orgs.

DEPARTMENT 8—The Department of Finance, headed by the Director of Finance and handling all the accounts and money of the org.

DEPARTMENT 9—The Department of Materiel, headed by the Director of Materiel and handling all materiel matters, supplies, transport, construction, maintenance and cleaning for the org.

*DIVISION 4—THE TECHNICAL DIVISION
THE TECHNICAL SECRETARY*

DEPARTMENT 10—The Department of Estimation, headed by the Director of Estimation. This is the Office of the Technical Secretary as well as that of the Director of Estimation. It handles all interview, testing, and student and pc admin matters and their supplies and texts as issued for use by Dept 5 of HCO, and all tech personnel.

DEPARTMENT 11—The Department of Processing, headed by the Director of Processing, operates the Hubbard Guidance Center where authorized and handles *all* processing in the org.

DEPARTMENT 12—The Department of Training, headed by the Director of Training and operates the Academy of Scientology where authorized and Special Courses.

*DIVISION 5—THE QUALIFICATIONS DIVISION
THE QUALIFICATIONS SECRETARY*

DEPARTMENT 13—The Department of Examinations, headed by the Director of Examinations and contains his office as well as that of the Qualifications Secretary. It handles all examinations and certifications and awards and prepares all certificates and awards and issues all certificates and awards when signed by Dept 1.

DEPARTMENT 14—The Department of Review, headed by the Director of Review and handles review necessary to students who have fallen short of qualification and need coaching before classification or pcs who need additional or repair touches before gradation is awarded. It contains a Field Experience Compilation Unit.

*DIVISION 6—THE DISTRIBUTION DIVISION
THE DISTRIBUTION SECRETARY*

DEPARTMENT 15—The Department of Field Activities is the office of the Distribution Secretary and is headed by the Director of Field Activities. It guides field programs.

DEPARTMENT 16—The Department of Clearing, headed by the Director of Clearing. It handles the broad clearing of individuals in the society, field staff members and the field in general including field auditors, book auditors and groups.

PLAN

The org board is planned to reduce, without change of form to one person or expand, again without form change, to 2,000,000,000 or more staff members.

There is no alteration of titles or pattern no matter what size the org is.

The board is a modification of an ancient org board of a galactic civilization.

By repeating the six divisional names in each department as sections and then repeating the departmental names in each section as subsections and so on, the board can expand to almost infinite size without jamming anyone's lines or hats undetectably.

It is important to have a board anyone can inspect to see where he is overlooking a function, for

ONLY AN UNSEEN FUNCTION CAN JAM LINES AND PREVENT EXPANSION OF ANY ORG.

This board is in essence a "philosophic machine." One could study it for months and still get cognitions on it, on his life and his job and on his portion of the org or the org or all Scientology.

However, another rule conflicts with the above rule about expansion. IF YOU PUT A BOX ON AN ORG CHART PEOPLE WILL FILL IT.

The effort to keep an org solvent, then, (by not hiring too many people) tends to make people crush down the pattern, hiding the functions vital to smooth growth. But if this is done, the org never grows.

Executives, if overworked, seek to contract the org to reduce the traffic they are having trouble handling. If some functions of an org are hidden from view, they cause chaotic traffic and overwork.

One therefore needs a *system* of handling traffic described as the FAST FLOW SYSTEM OF MANAGEMENT given in HCO PL 29 Mar. 65 II, ADMINISTRATION, FLOWS AND EXPANSION, THE FAST FLOW SYSTEM.

One also needs the *complete* board on view at all times so when expansion (and income) increase, executives and staff can unload some of their "additional duties" (plainly visible on the org board) on new people who take over already existing posts.

One can tell what post is in need of filling because this org board is always erected above the Comm Center basket system which department by department matches it. By inspecting the traffic in the baskets (directly below the board) one can get an idea of what department is overloaded and inspect it more closely to see what "hat" (post) now needs filling there. It is also possible to judge this by body traffic inspection.

But the tendency to fill every box on the org board must also be handled. This is done by using a 2 to 1 ratio. There may be two persons or beings on posts in Divisions 1, 2, 3 and 6 for every staff executive or staff member in Divisions 4 and 5 on the org payroll.

Oddly, in Scientology and in any other activity, one can't simply put people into these divisions evenly as one would deal cards into hats. It must be the *sum* of 4 and 5 that is taken first, for 4 will have many more than 5. The expansion is a wedge from Division 4. It is the main production unit and one adds to it first, then adds twice as many to the other divisions BUT ONLY BY VOLUME OF VITAL (not internally developed) TRAFFIC.

In Scientology the center Department 11 has more personnel than any other department.

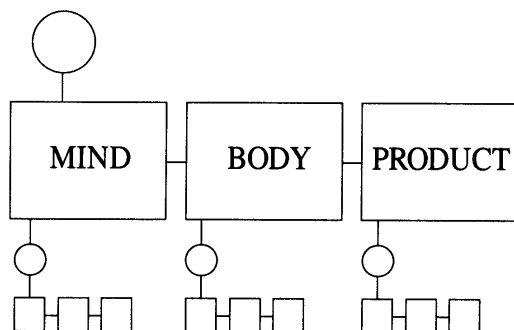
Almost *all* the personnel in Divisions 4 and 5 are technical personnel. Few clerical people are there in comparison *and* for estimating numbers who can be hired for other divisions, one doesn't include the clerical personnel in Divisions 4 and 5 *and tries not to hire any at all*, leaving them to be furnished by the other divisions.

Thus expansion of an economical nature is ensured and orderly growth is possible.

I have said that one favored a department that was a production department. Division 4 is the highest value production department and has first call on all personnel and departments and their attention. The Technical Division takes precedence in purchase orders, construction and materiel as well as personnel.

SYMBOLISM

The pattern I recalled and used was a being and three unit system repeated over and over. These basic symbols were BEING—MIND—BODY—PRODUCT. This made a small circle above three boxes. Boxes were inside boxes, but always three boxes. If you added a being you added three boxes. There was a being and three big boxes. Then each box had below it a being and three boxes. If you expanded a unit by one being you added three boxes for him.



The Mind section had a mind *and* a body and a product. The Body section had a mind, a body and a product. The Product section had a mind and a body and a product.

When you got down to the next row you had now 9 beings to add and each with 3 boxes.

If you take, let's say soap manufacture and use the boxes with names that, while still MIND—BODY—PRODUCT, represent soap making, you will see how the old, old org board worked. The big box MIND, would be the executives and planners and tech know-how and the box BODY would be the factory and the box PRODUCT would be the soap.

But of course the Mind box (executives, etc.) had themselves a clerical staff (mind) and an office building (body) and a bunch of plans and directives (product). And the factory had foremen (mind) and the machinery, etc., (body) and smoke, heat and waste (product). And the soap had to have salesmen (mind) and retail stores (body) and make money (product).

This goes on and on quite amusingly until one has a vast organization.

However, the old firm failed for only two reasons—it couldn't see and it couldn't change, characteristics which capitalists hold to this day!

Not being able to see, the being himself had to do *all* the looking, a rather arduous hat. And not being able to discover what *happened* to the product afterwards, became too smug about it and one day in a world of cars found itself making the best buggy whips in the world! And it is no more.

Its frequency of 3-3-3 is too simple. A better frequency (established by a lot of experience) is 6-16-6-16-6-16 as we had the 3-3-3 boxes above. To have less invites hidden functions.

The six are the basic symbols of our divisions.

Division 1—FACULTIES

Division 2—MIND

Division 3—BODY

Division 4—PRODUCT

Division 5—CORRECTION

Division 6—DISTRIBUTION

Oddly enough these six work with anything or any activity no matter what it is. And as it was a thetan and three in the earliest one, this is a thetan and six.

But the six hide functions and junior to them we need special parts of the six.

DIVISION 1—FACULTIES needs three parts: CONDITION (Dept 1), COMMUNICATIONS (Dept 2) and PERCEPTION (Dept 3). If you study these you will see they are not alike and are in proper sequence. These are our first 3 departments.

DIVISION 2—MIND needs three parts: ORIENTATION (Dept 4), UNDERSTANDINGS, (not singular as that's the trap) (Dept 5) and PURPOSES (Dept 6).

DIVISION 3—BODY needs to have DIRECTION (Dept 7), ENERGY (Dept 8) and MATTER (Dept 9).

DIVISION 4—PRODUCT needs to have TIME (Dept 10), ACTIVITY (Dept 11) and PRODUCTION (Dept 12).

DIVISION 5—CORRECTION needs to have EXAMINATION (Dept 13) and PERFECTION (Dept 14).

DIVISION 6—DISTRIBUTION needs to have the real PRODUCT (Dept 15) and CLEARING (Dept 16).

As I have said, these symbolic department names apply to ANY CYCLE OF COMPLETION. The 6 formula yields each of our divisions and all sixteen of our departments phrased to be useful to us.

The law appears to be a part of this universe, that a cycle that will complete, must have 16 stages and if any are omitted they will interrupt the cycle and prevent it from completing entirely. There could be thousands but the SENIOR irreducible number is 6 as above and the *whole* cycle is 16 irreducible steps.

These have just been named as departments above. They are the Cycle of Completion.

Now strangely enough, as my searches have found, there are 16 levels in the Gradation Scale and these match the Cycle of Completion!

Therefore our org board is: being—6—16, being—6—16 and so on and on. If you add a being you add 6 big boxes and 16 boxes below these as given.

It took a *projection* 3 dimensional org board to show the ancient one of which I spoke (3-3-3). It could not be graphed in two dimensions. You can see why in the picture. It got too small too quick. Try to put some more boxes on and you've had it, since each box requires a being and three new boxes. Therefore the original board went *inside* the boxes for the new 3 like a hall of mirrors that could be enlarged.

We don't need to do this. I worked for about two weeks or more until I could graph ours in two dimensions. It is sufficiently detailed that it only needs one master board. Each department has its own separate board with *all* the functions of that department and only the main ones appear on the main board. It could still be done by the same projection pictures used by the original ancient board.

To run a small Scientology program (like PE) you need a staff member from each pair of divisions (3 Scientologists), one from 1 and 2, one from 3 and 4, one from 5 and 6. A bigger affair requires that you have one from each division. As you expand you are all right so long as *you don't* cross divisions (put one person in two divisions). In a larger org, crossing (one person in two or more) departments becomes fatal and jams flows and so on. As the size of an org increases the less you can double up 2 anything under one person.

Our board enters from the left and runs parallel.

All other boards (like in big companies or armies) run from the top down to show command and action. Ours runs also from the side as inspection of it will show.

A person really goes through Scientology from left to right at departmental level, using departments one by one.

For the first idea I had in this life that led us straight to Scientology and freedom over these really few years was the realization that if I could understand everything we could find the way. And so it has turned out. That is expressed on this org board.

L. RON HUBBARD
Founder