THE AUDITOR WORLD WIDE 149

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The Philosophy of Adminstration

by L. Ron Hubbard

Once upon a time there was an auditor and his name was Hubbard. He lived at Bayhead, New Jersey. He had a little book and people kept getting copies of this book and reprinting it for themselves and giving it to their friends. And the mail bags kept getting bigger and bigger.

This auditor couldn't handle the pcs because they multiplied from one to about fifteen. Now, if you have ever tried to audit fifteen pcs about five hours a week each and then tried to do everything else too, you begin to realize that there is a little too much on your plate.

At that particular time, unfortunately, a group came along and said, "We want to make an organization out of this for you. Now you can get on with it."

And I said, "Well, all right."

And then the fun began. In fact, all havoc broke loose.

There was too rapid an expansion with no organizational fundamental. I wasn't developing the organizational background or fundamental at that particular time.

You had such crazy things happening as my writing up completely, out of my own very intimate experience, exactly how to do a 36 hour intensive and then it being parked in the general manager's safe because it was "too valuable to release." Isn't that marvelous?

I kept getting communications for the next year from auditors asking me personally how you did a 36 hour intensive. I couldn't figure out what was the matter with them. And nobody ever seemed to be able to get one done.

Finally, one day I decided there must be something missing here some place and instituted an inquiry. Had anybody ever seen this write-up? Nobody had ever seen it. I was going on the basis they had all studied it and they were going on the basis that I had never written it.

There sat the manuscript in its original form, beautifully typed on expensive bond paper, in a very big safe because it was "too valuable to release."

The lines were all broken down every place. The line to val docs, valuable documents, was missing. Mimeograph publications was missing. HCO Secretaries were missing. HCOs were missing. There were a few things missing!

That immediately pointed up that there were a lot of lines and units and parts missing in the machine. It couldn't run because everybody had to wear all the hats individually. There was no policy on which anybody could agree, so there were no roots that went any particular direction.

I got tired of just using my personality alone to control the organization, so I said the heck with it and it all fell apart.

Then I said, well, now let's start this over again properly. That was 1952 and we have been going well ever since.

So I have been taught this lesson: when you enter a boom and enter an expansion, if you try to shove the lines and they are kicking back hard against the people that are with you in this and they haven't got everything straight on their plates, all it looks like to them is a tremendous lot of overwork. Although they are perfectly willing to have things boom, the reason things don't boom is because their own plates are too full and the lines are zigged where they should be zagged.

As soon as a wide push, thrust, boom begins, this law applies:

> ON AN EXPANSION EVERY SMALLEST, WEAK CHINK IN YOUR COMMUNICATION SYSTEM OR SYSTEM OR ORGANIZATIONAL PATTERN WILL BE FOUND OUT, AND THE BIG ONES WILL BE FOUND OUT WITH VIOLENCE.

In other words, all your weaknesses show up.

When an organization starts to go on out and boom, if it is promoted too hard without organizational lines straightened up behind it everything blows up.

My concentration has been simply, when the organization starts expanding that people have the data in the roots in order to handle it.

To write this up required the development of the philosophy of administration.

The philosophy of administration is a totally missing segment in the area of man. That has never been developed.

There are a lot of administrative procedures. There are a lot of management associations. There are all kinds of odd ball characters. But the philosophy of what man is actually doing in administration is not there.

There is a policy or an idea of what he is doing, such as he is being successful or things are on the upgrade. But that is the full philosophy of it.

Apparently they don't even get as elementary as to say, "A successful business is one which has its charts on a steady if slight or great increase."

The field is full of "everybody knows." Everybody knows that the business chart on the wall should show a little bit of an increase in order to consider the business fairly healthy.

In a society generally the population is increasing, traffic is increasing, so business should match that. But who has said this? They don't see any connection whatsoever between the group and anything that is going on.

Somebody instinctively feels there ought to be some charts, but how you use them and what you do with them, or even the definition of what they are is really not given in the business text.

So you can say that man is sort of working on instincts in the field of administration. He is at the level of the dog turning around three times before he lies down. It is a whole bunch of "I am supposed tos," not understood.

The funny part of it is, in laying out this material in front of somebody you can go too high very quickly. You can go over his head like you do with a preclear. There are many business executives around sitting in a big chair in a big office with no slightest concept of what they are supposed to do. If you walked in and said, "A business executive is supposed to business exec," they would say, "Get out of here! Throw the bum out!" Nothing could be worse! You would say, "What is the matter with this fool?" What is the matter with him is he is being and not doing. And he is engaged in an activity which has not been defined.

But, in laying this material in front of somebody who has any experience along this line at all, he would say, "oh yes! Of course, of course!"

You realize that one out of nineteen businesses established fail in their first year. (Nobody has added up how many fail in the second.) At a time when we see states and civilizations shrinking and perishing, administration is some kind of an odd art. You are an administrator if you have gone to Harvard or Yale or if you have been with a firm for a long time. Or if you have got a pretty wife. Or if your tast in ties agrees with the managing director's drawing room furniture. And this is running a civilization!

So, you see, once more we are catching man out.

There is a lot of technology around today, far more than there used to be. But it is still without any basic philosophy of what administration is.

It has been necessary to dig up the actual philosophy that underlies all these things. Not the ideas man has concerning this sort of thing, but what are the formulas which prompt him?

In order to put together the philosophy of administration, I had to put together the anatomy of organizations. And that required that I find the formula of life. This is what it led back to.

Organizations are usually dedicated to the forwarding of livingness or ending somebody else's livingness.

Sooner or later as you go plowing around in this thing, you actually have to have the formula of life. It is absolutely vital.

The Hindus looked for it, every religion we have has some snythesis of expressing it, it has been on its way for a long time. Practically every novel that is ever written mentions in some snide or twisted way the fact that the fellow is looking for the purpose of existence.

Man has run the gamut on this thing.

But when you tell somebody what the formula of life is, they get a blank look on their face because this just doesn't make sense at all. They don't think you have told them anything, they can't grasp it. They feel a little bit odd but it must have been what they had for lunch. It just goes sailing over the top of their heads.

But you can actually take this formula and redesign all there is to organization, organisms, races, species and everything else under the sun, moon and stars.

What is the formula of life?

It is simply

LIVING IS HAVING AND FOLLOWING A PURPOSE.

That is the basic fundamental of existence.

Here we have an operative principle of existence or a common denominator to existence. It tells us what existence is doing. This is the formula which underlies the doingness.

When you start to write up all the steps and ramifications and the anatomy of doing this, you suddenly find you are looking at a schema.*

Then you come back and look at it again and you realize you can look over any state or organization and look over their various parts, find out the parts that are missing and estimate at once the degree of weakness or chaos which exists internally.



L. Ron Hubbard, Founder

Continued on page 2

The Organization Executive Course Introduction

By L. Ron Hubbard

This course contains the basic laws of organization.

Primarily intended for Scientology Organization Executives, its policy letters are slanted toward a Scientology Org (short for organization). However, it covers any organization and contains fundamentals vital to any successful or profitable activity.

This course also applies to the individual. Any individual has his 7 (or 9) Divisions and his 21 (or 27) Departments. Where one or more of these is missing in his conduct of life he will be to that degree an unsuccessful individual.

No matter how organized any company, society or political entity will be as unsuccessful as it has these functions missing.

Thus this is not just the Scientology idea of how an org should run – most of it is vital basic discovery.

Man did not really know the principles of organization any more than he knew what made his mind work before Dianetics was published.

A very small amount of the material on this course has crept into general use, just as a very few of the principles of Dianetics and Scientology are now an "Everybody knows ————". Survival is now conceded as the basic principle of existence. Universities now know Man can change IQ and Personality. As time goes on more and more of the technology "leaks" into general knowledge. But it takes a long time for all Mankind to know a whole tech in this fashion.

To date the Scientology discoveries in organization are known to a very few. But some of the more general principles are already creeping into business practice.

Not long ago, for instance, a close friend of the president of the U.S. was given the Policy Letter about "Don't reward a down statistic". A few days later the president used it in his new relief programme policy.

Of course there are hundreds of other "Pol Ltrs" that *haven't* been shown to the friend of the president. It takes years for new ideas to "leak" into public consciousness. It took five years for the medical professors in universities to begin to teach that aberration could come from the "birth engram". In 18 years, only a handful of medical doctors accepted that mental image pictures caused aberration. In 19 years only a few medical doctors could also audit.

Therefore, if one were fully conversant with the full subject and all its principles he would appear to be a magician, a miracle worker.

If anyone knew the Org Exec Course fully and could practise it, he could completely reverse any down trending company or country. Indeed, here and there at this writing men have done so.

It could be argued or pleaded that this huge body of data should be made into texts capable of general application by businesses and countries. The one effort to republish these policies in other terms so badly altered the material that it became a hopeless bog even though attempted by a very successful business man. He himself was applying the originals direct to his company and it soaringly became rich. Then he decided to rewrite it all, greatly altered and edited, for his employees and his business went on a toboggan slide. His correct action would have been to send his employees to take the same course he took – this very Org Exec Course. And let them adapt what they now knew to fit their own posts and activities. Instead, he cut them off from source and what *he* wrote for them was only as much as *he* had gotten out of the course from his own viewpoint.

At least there are Scientology Orgs around which are successful living models of these policies and org form.

The only real trouble these orgs ever have is not a failure to apply policy but a failure of the whole staff to know policy.

Wherever a portion of a Scientology org is in confusion you will find that the staff members in that portion have not done the Org Exec Course. They may know a few policies. But outside that anyone can come along and say "this is the policy" or "what you're doing is against policy" and being ignorant of policy they develop the idea of some vast unknown area and go down hill.

The name Org *Exec* Course is probably a misnomer. Certainly the executives of the org should know it well. But the staff member who doesn't know it is at effect. If he *knew* his OEC data he would be able to defend himself and get his own "show on the road" in his portion of the org.

ANY FAILURE OF THESE BASICS AND POLICIES IS IGNORANCE OF THEM.

When you know them all, not just a few, it makes a whole intelligent picture.

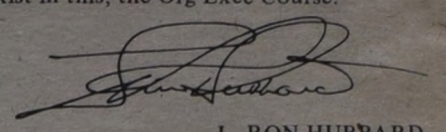
It is rather exciting to be able to cut through the superstition of yesterday's organizations and deal in basic down to earth fundamentals.

When you understand all the policies on this course, you will understand organization itself, no matter to what you apply it. You will also be able to recognize mis-organization when you see it.

And I assure you that in a mis-organized society the individual loses out.

Even dictatorships come about only because the citizen doesn't know basic organization. Thus authoritarian rule exists only to the degree that its subjects are ignorant of the fundamentals of organization.

Those fundamentals, even if specialized to fit a Scientology Organization, exist in this, the Org Exec Course.



L. RON HUBBARD
Founder

The Philosophy of Administration Continued from page 1

Then you can estimate whether or not people are happy or unhappy in that state. You could actually reform the state if it wasn't too late. By taking certain steps, all of a sudden everybody would be happy.

I kept landing in lower and lower echelons to this basic formula. There are certain formulas down a couple echelons further from which you draw up the actions necessary to produce results which are beneficial or detrimental.

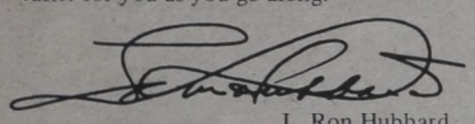
What I've actually done is to try to codify and straighten out what we are actually doing and what we have done successfully in organizations.

This is very simple then. Your organizations can live as long as people are following a basic purpose that isn't too impeded.

I've had to dig up and ferret out all the philosophy and anatomy of organization. I found it very very interesting. I didn't know I would have to reach that far back and dig into the very woof and warp* of the universe just to find out how to get us a running organization.

But I've had to do so and it has been successful.

I hope the information will be of some help to you and make things easier for you as you go along.



L. Ron Hubbard
from a lecture
to students on the
Saint Hill Special Briefing Course
given 9 March 1965

*Schema: an outline, diagram, scheme, plan.
*Woof and Warp: weaving terms; woof is the horizontal threads in a woven fabric which cross the threads that run the long way which are called the warp.

Announcing!
The Church of Scientology International Membership

Scientologists all over the world are daily working to make this Earth a better and happier world in which to live. You can become a member of this group too, by becoming an International Member.

An International Membership entitles you to valuable discounts on books, tapes, course packs, E-Meters, and Scientology insignia.

It is mandatory for all auditors to be International Members to keep their certificates in force.

An International Membership is easy to get. If you've never had one before your first 6 months are FREE, and you are entitled to the same discounts as with a regular membership. The entrance fee is $30.00, and is renewable each year for $15.00.

Send your entrance fee to the Membership Officer, Church of Scientology of California, ASHO Day, 1413 N. Berendo Street, Los Angeles, Ca. 90027.

ASHO Completions

SAINT HILL SPECIAL BRIEFING COURSE:
CLASS V
Janice Rainer, Dan MacKenzie, Bill Worden, Alice Hoopengarden.

SENIOR BRIEFING COURSE
CLASS VI
Nuri Vinyallonga, Jim Zak, Nancy Perry.

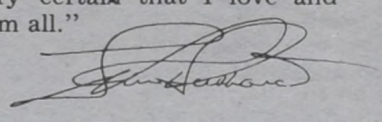
EXPANDED DIANETICS COURSE
Randy Goode, Gail Peterson, Phil Tunison, Francis Goodwin, Susan Baldwin.

POWER PROCESSING (GRADES V & VA)
Maxine Evans, Mike Owen, Tim Herrington, Drew Finley, Harriette Hall, Bob Mills, Marion Stovall, Wayne Di Marzio, Paul Price, Gisela Knewitz, Joe Fernandez, Bryce Bushnell, Dianne Wells, Glenda Younitzch, Gail Peterson, Thelma Richeson, Peggy Pearson, Glen Currier, James E. Wright, Randy Levine, Ann Randall, Michael Gerry.

EXPANDED DIANETICS PROCESSING
Bernie Rizzardini, Joe Fernandez, Bryce Bushnell.

YOU CAN ALWAYS WRITE TO RON

"I feel quite humble receiving all these lines and wonderful communications. It could be I have more friends than anyone else on the planet. But whether that's a fact, it is very certain that I love and appreciate them all."



Ron's Standing Order No. 1:

"All mail addressed to me shall be received by me.

"A message box shall be placed in all Scientology Organizations so that any message for me may be received by me.

"All Hubbard Communications Office Personnel and Scientology Personnel should not discourage communication to me.

"I am always willing to help.

"By my own creed, a being is only as valuable as he can serve others."

L. Ron Hubbard

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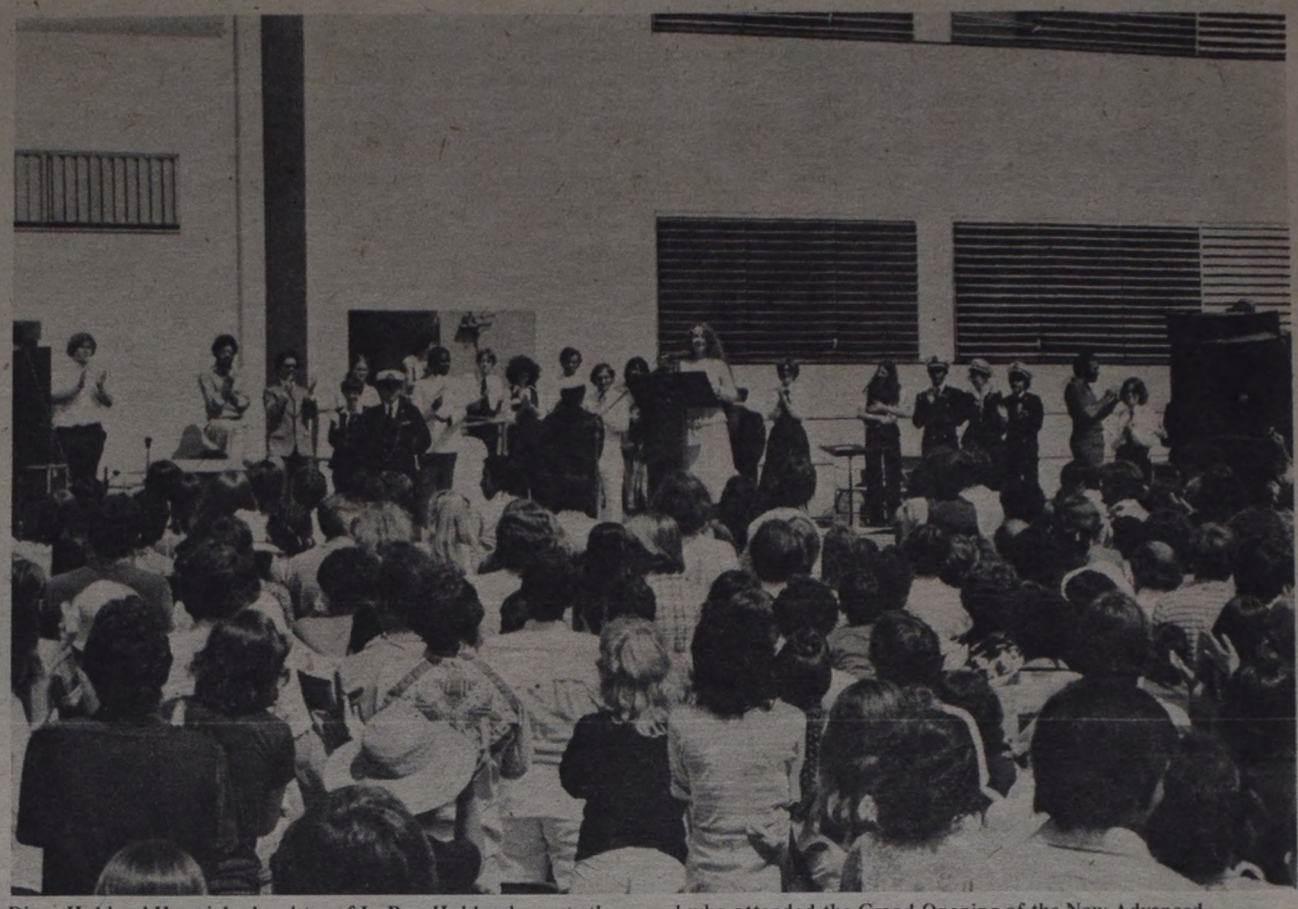
The Bridge to Clear and OT in Los Angeles Completed!

On June 11, 1978, Diana Hubbard Horwich, daughter of L. Ron Hubbard, opened the doors to the new home of the Advanced Organization in Los Angeles. This is the most important step in the history of Dianetics and Scientology! The completion of Ron's Bridge in Los Angeles – all in one location!

Approximately one block from the Advanced Organization you will find the Los Angeles Continental Organization. Here Scientologists just starting on the Bridge can attend introductory lectures, take the Communications Course, and train up to Class IV Auditor. Connected to it just across the street from the Advanced Organization is the American Saint Hill Organization, where you train up to Class IX, ASHO is the home of the famous Saint Hill Special Briefing Course, which is composed of 400 taped lectures by L. Ron Hubbard, and all his written technical works from 1950 to 1966. The SHSBC is where Ron gives you the data on the makings of Clear and OT. ASHO is where you come to receive the wonderful Power Processing that gives you the certainty that comes with the ability to be able to handle power! ASHO is the center span of the Bridge.

After Power Processing you can now walk right over to go Clear at the Advanced Organization. It's so fast and easy! All the organizations are expertly staffed so they can service you to the utmost. You will be assured of 100% Standard Technology in any of the Bridge organizations you come to.

For information on how you can join the many who are coming to the Los Angeles Bridge, write or call the Registrar. He'll be happy to answer all your questions about services, donations and housing arrangements. Write the Registrar at The Church of Scientology of California, ASHO Day, 1413 N. Berendo St., Los Angeles, CA. 90027, or call (213) 660-5553.



Diana Hubbard Horwich, daughter of L. Ron Hubbard, greets the crowd who attended the Grand Opening of the New Advanced Organization in Los Angeles.

ASHO the Center Span of the Bridge

Have the Ability to put Scientology Technology to It's Best Use — Take the Saint Hill Special Briefing Course at ASHO Day Now!

Today, as a Student on the Saint Hill Special Briefing Course, you can share with Ron the discoveries and breakthroughs that have made Scientology and Dianetics what they are today. You get fully briefed on the makings of Clear and OT by Ron.

You study right from Ron's own materials — more than 400 of his fascinating taped lectures, plus his books, and bulletins all in the order they were issued. In a matter of months, you will get the reward's of Ron's hard work to give you the technology to make you a Hubbard Senior Scientologist.

You will receive a thorough practical training program tailored to your individual needs by the Saint Hill consultant. You will become a truly professional Auditor.

As an added bonus to speed you on your way to Clear, you get 50% discount on Power Processing and the Solo Audit Course after graduation!

Donation: SHSBC (Class V): $2159.15. Senior SHSBC (Class VI): $1039.47. (Plus for each of these courses not previously done, add $519.73: Confessional Course, PTS/SP Detection, Routing and Handling Course, Co-audit Course: Prepared Lists/Interiorization Rundown Course.)

Call the REGISTRAR AT ASHO NOW for free consultation on these donations and how your present training level wil effect the total.

Don't wait to learn the secrets of the mind and the Universe.

Use this handy coupon to get your FREE Advance Registration Packet!!

Simply fill it out and mail it to the Church of Scientology of California, ASHO Day, 1413 N. Berendo Street, Los Angeles, CA 90027. (213) 660-5553.

FREE ADVANCE REGISTRATION PACKET COUPON

☐ Yes, I would like more information on how I can train to become a Class VI Auditor, who can apply the technology of Scientology with ease to it's best use.

Please send me my Advance Registration Packet. I understand it's FREE, and it will be mailed to me within 24 hours of this coupon reaching ASHO Day!

Name _____

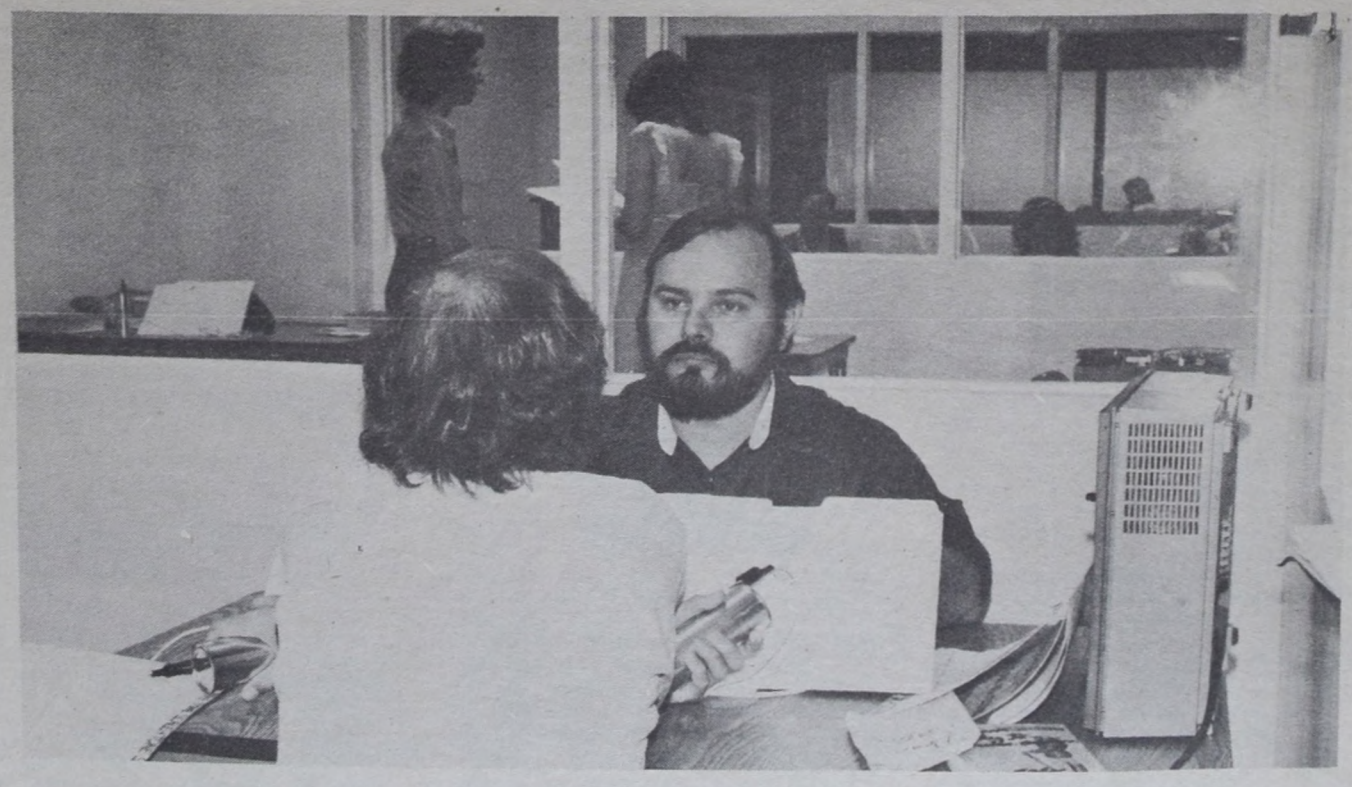
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City _____ State _____ Zip ___

Training Level: _____

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Send this coupon to: The Church of Scientology of California, ASHO Day, 1413 N. Berendo Street, Los Angeles, Ca. 90027.



SWEDEN RECOGNIZES WORKABILITY OF RON'S TECHNOLOGY

The first of June 1978 was Sweden's "lucky day."

Sweden, a country with one of the worst drug problems in the world, accordingly needs Narconon and Ron's drug rehabilitation technology more than any other country.

Narconon, the only truly successful program for drug addicts through the utilization of Ron's tech, started in Sweden in 1974.

Initially, the program ran into a considerable amount of resistance from the 'Social Styrelsen,' comparable to a Ministry of Social Affairs and often referred to as 'SS.' It was on their request that the police did an investigation into Narconon.

Against the SS's expectations, the police came out very impressed with Narconon's actions and magnificent results. Highly favourable opinions of drug experts only added to this.

The police passed its data on to the public prosecutor, who dismissed the complaint in February 1976.

A new complaint was started by the SS in 1977 to the Provincial Prosecutor and a new police investigation followed, the outcome of which was equally favourable for Narconon and Ron's Tech.

Shortly afterwards, the individual addicts at Narconon filed suit against the SS on the grounds of false incrimination and breach of official duty.

Of course the truth couldn't stay hidden. The Prosecutor made a decision and on the first of June he announced through the wire service, "Narconon is not a care home and is very successful."

The National Swedish newspaper 'Dagens Nyheter' carried an editorial statement of victory for Narconon and said the SS had finally recognized that L. Ron Hubbard's drug rehabilitation technology works.



The rock group "FUTURE", performs at the Grand Opening Event of the Advanced Organization Los Angeles. Group members are (from left to right) Michael Mallen, Randy Tobin, Neil Kunen and group leader Alden Hamilton.

"FUTURE" Expanding with Scientology

The room is full of sounds, happy faces, and a spark of excitment, fills Lebanon Hall at the Scientology Complex in Los Angeles. All created by the rock group "FUTURE"!

"FUTURE" consists of 5 Scientologists, group leader, Alden Hamilton (Drug Rundown Completion and currently on Level II at ASHO), Randy Tobin, (On the Student Hat at ASHO), Neil Kunen, (SHSBC Student, on Power Processing), Michael Mallen, and the group's Manager, Terry Van Zerr, (SHSBC Student, OT V).

Operating with L. Ron Hubbard's administrative technology FUTURE is expanding into the public view, getting the results they want and disseminating the fact that they are Scientologists.

Their purpose is to competently, professionally and aesthetically communicate the musical ideas and expertise of each individual group member to the end result that FUTURE is the best known, most listened to, and the most productive musical rock group on Earth, which throughout its success always acknowledges Source.

Says Terry, "Scientology technology works! When you apply it – you get results. In a production situation, in the recording studio the technology spots any possible situations that may hamper success, so we get the best product."

"The administrative technology is stable and when applied correctly, works – every time!", says Randy.

This group is fully following the technology of L. Ron Hubbard, as stated in the Organization Executive Course Volumes, including the use of an Organizing Board. As well as applying the administrative technology of Scientology, all the group members are currently training at ASHO.

Some of their many wins are: "I'm getting an incredibly high understanding of the technology on the SHSBC. The co-audit line is absolutely beautiful at ASHO! Fast, Standard and I'm totally pleased with all the auditing I've had. Handled what I've wanted handled for a long time – let my musical abilities really expand " says Neil.

Terry added "The SHSBC totally revitalized my purposes as an artist. A song I wrote received nationwide airplay. I have published and sold my own poetry, and currently writing lyrics for 'FUTURE'. On the Briefing Course I started applying the technology to my personnel life and my dreams. I found the ASHO staff and supervisors spot on! 100% standard on the SHSBC you make case gain every day and learn you can really help others! I enjoy auditing and plan to continue my training thru to Class IX."

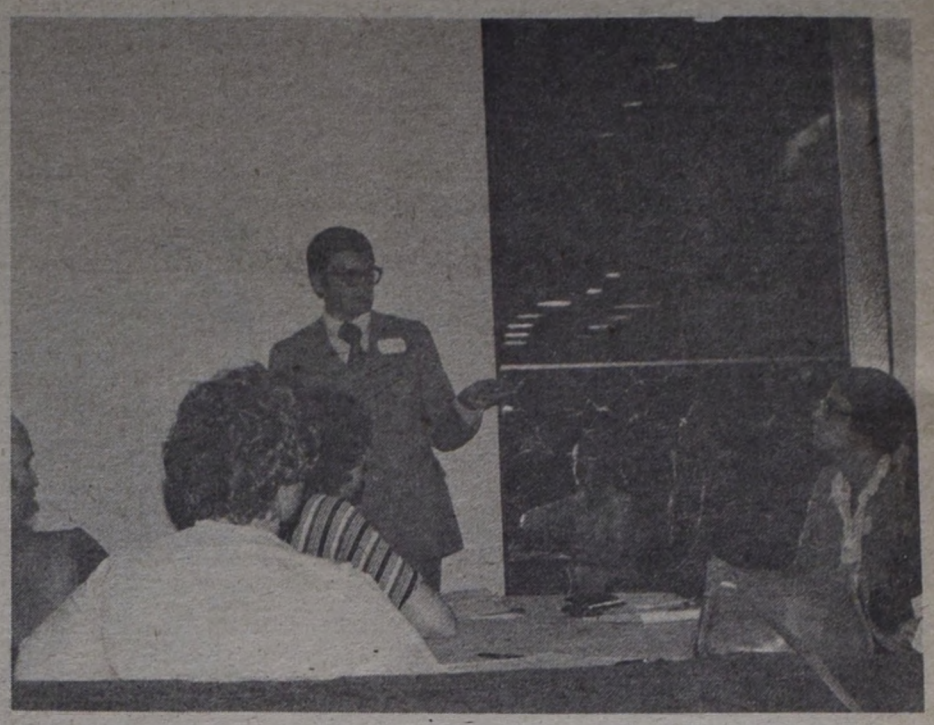
"I have gotten training from 4 Scientology Orgs. At the top of the list is ASHO. Where I've done the Method I Co-Audit Course and I plan to continue to the Senior Briefing Course. I found Scientology which to me is what I've always been looking for and after finding it I have found a place where it is applied completely as intended by Ron, a place where I can go up the Bridge fast, happy and super smooth." said Alden.

The band "FUTURE" plans to continue their training and processing on up the Bridge, to the highest gains possible!

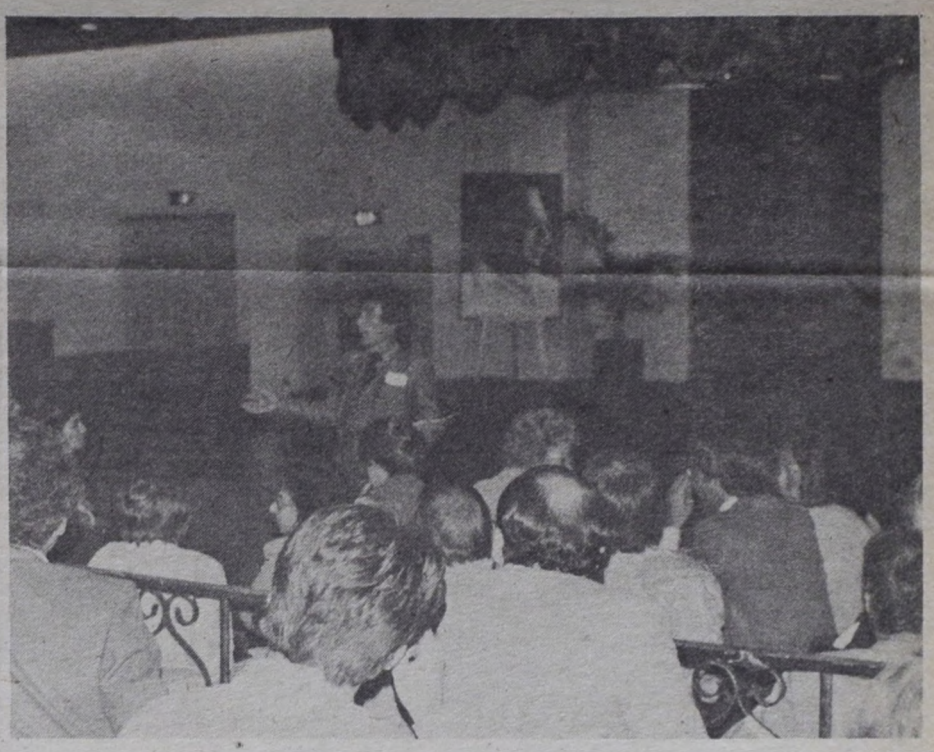
Results from the First Professional Association International Meeting

On June 10, 1978 the first Founding Meeting of the International Professional Association was held at the Biltmore Hotel in Los Angeles. There were approximately 200 professionals in attendance, for this exciting event!

The IPA is being formed with the express purpose of providing a mechanism and vehicle for individuals from all walks of life, professions, political or religious persuasion, and ideals to join with each other in utilizing and promoting the technologies and philosophies of L. Ron Hubbard to achieve a higher level of sanity, ethics and viability in society.



Marsh Phelps, goes over future plans with the Orange County chapter of the International Professional Association.



The meeting was attended by many, and plans were made for further meetings as well as new chapters of the IPA.

The Executive Board of Directors for the IPA are all Scientologists, and successful businessmen, they are: Executive Director: Bruce Wiseman, the Board: Ed Morler, Mike Smith, Stina Hans, Chris Brown, Frank Biggin, and Marsh Phelps.

The goals for the IPA are to achieve a sane, ethical, and viable society through the communication, promotion, and encouragement of broad applications of L. Ron Hubbard's technologies and philosophies.

There were many speakers who shared their wins, with the use of Ron's Administration technology, and their professions. They included Mike Smith of Executive Management Specialties, David Royal of Royal and Associates, Michael Roberts of TV's Baretta, and "Right Track" program, Imara Shaw of the Shaw Health Center, Margaret Martin of the Pregnancy and Natural Childbirth Program, Karl Widmaier, from Today's Professionals and International Directory, Dan Shurman, of Synergy Works, plus many others.

Local chapters of the IPA are now formed in Los Angeles, San Diego, Orange County, San Francisco, and Dallas. With possible chapters opening in Mexico City, and Toronto, Canada.

Their number one purpose is to organize professionals from all fields into a unified, powerful, and ethical Association which can effectively communicate, promote, and encourage applications of L. Ron Hubbard's technologies and philosophies in society.

Be Successful in
ASHO to learn

Now you can study and learn Ron's techn
business and economics.
These courses are the key to your succe
The courses will give you the technology
*Be able to evaluate situations
*Learn to think using correct importanc
*Increase sanity in any group.
*Understand groups, businesses, and gov
These courses are available to you now a

THE ORGANIZATION EXECUTIVE COURS
the different types of activities of an o
textbooks for this course are the 8 volumes o
been proven to be the most workable system
on the planet!

Donation: $6964.91

THE FLAG EXECUTIVE BRIEFING COU
takes the graduate of the Organization Exec

L. Ron Hubbard's Technology Changing the Business World

Executive Management Specialists, Inc. in Hollywood is a management company which gets business executives to learn and apply L. Ron Hubbard's management technology to expand their companies and make them more viable. The company has applied to become a social coordination group under the Guardians Office.

EMS gives a full range of services including organizing boards, administration scales, management by statistics, public relations, sales, marketing, finance, testing, targeting, etc. and has delivered these services to all kinds of companies ranging from manufacturing and retail to stock brokers, doctors and law offices all over the U.S. and in Mexico.

EMS was founded in 1974 by Mike Smith, OT VII, Class IV, Expanded Dianetics auditor, Organization Executive Course, Flag Executive Briefing Course, PR and is run by Mike and Richard Niemerow, OT VII, a Class IV auditor who is on the Organization Executive Course currently at Celebrity Centre. Staff include Judy Packer, Class IV, Tom Jefferson, OT V, Class VI, Organization Executive Course, currently on OT VI at AOLA, Carolyn Harrison, Class IV, currently on course at ASHO, plus several part time staff. More staff are being added regularly to keep up with demand for delivery.

EMS's goal is to get Ron's administration technology so broadly applied in the business world that the economy is stabilized and inflation is handled. This will occur because of increased production and more ethical, viable exchange when business leaders and workers learn and apply Ron's technology.

EMS achieves remarkable results with companies. One non Scientology company was turned around from an emergency income graph and the owners ready to sell the business because they were working 14 hours a day to a steady expansion of 50% in sales, NO executive overwork, and over 15 employees into Scientology, including the owners and their entire families. One of the owners is now on the Organization Executive Course.

One of the most successful beginning programs is based on Ron's data on cycles of action. "We find that a company will typically increase its production 10-50% with just 2-3 hours of working with each executive" says Mike Smith, the E.D. of EMS. "We use a gradient scale of theory, drilling, and actually getting people to be able to work better and faster. One manufacturing company actually doubled its production with 10 hours of our consulting."

When asked about the reasons for the company's success, Mike replied quickly "the power of Ron's technology! We strive to apply the tech exactly, and refer the clients directly to source. Eighteen months ago, Ron offered to act as our consultant; at this point the company really took off! We expanded our delivery and income 6 fold in 8 months through Ron's advice. He has helped us with our own lines, tips on how to get various management tools applied to business, and advice on specific clients."

One key point Ron established was the ideal scene for the company: "A client who doesn't need us any more." Using this as a guideline, EMS has designed each piece of management tech into a package where the client gets the benefit of the management tool *plus* is fully able to *apply the tool* on its own without EMS being called back in to help. EMS works with the execs to guide them into developing their own organizing board. Then *all* company employees are trained on how to use the organizing board in their business.

Non Scientology business executives are quickly encouraged to study Ron's books and policies. "We tell our clients they will get double the results at half the price if they will study Ron," said Mike. The basic study program includes Dianetic and Scientology Picture books and Fundamentals of Thought to introduce the executive to the terms and concepts, then onto the Management Series, Organization Executive Course Volumes and Management Dictionary. And then the client is quickly pushed onto the Organization Executive Course.

EMS is planning to expand its operation to open offices in other major U.S. cities by the end of the year and plans to have services available in a dozen offices by 1980.

ANNOUNCING!
By Popular Demand!

The New OT Civilization Convention II, in Los Angeles, California

August 18, 19, and 20, 1978
YOU WON'T WANT TO MISS THIS ONE!
Connect up with Ron!
Connect up with Professional Scientologists from all around the planet and their exciting OT Civilization programs and projects. Come expand on all dynamics and help create the New OT Civilization!

International New OT Civilization Convention Registration Form
(Send this form along with your check to register)

Name _____

Address _____

City _____ State _____ Zip _____

I am enclosing _____ at $60/person (prior to 4 August)

Please register my name now. I will pay $75 at the door.

Send your advance registration form to: Mike Smith Coordinator, P.O. 23751, Tampa, Florida 33623. Make checks payable to the Church of Scientology.

For travel and accommodations contact: Edie Tabachnick, care of the Public Relations Organization, 5930 Franklin Ave., Los Angeles, CA. 90028.

COMING SOON!

A Complete Update to the Organization Executive Course Volumes!

Watch The Auditor Journal for This Grand Release

Business: Take these courses at nd use Ron's technology to expand our Job or Business!

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SHO Day!

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E: The FEBC
ve Course and

teaches him how to "Play the piano" of his organization, and particularly how to get products out in quantity, with quality and viability.

Donation: $13,929.78.

THE DATA SERIES EVALUATOR'S COURSE: The DSEC was put together by Mary Sue Hubbard as a system for teaching the materials of Ron's Data Series Policy Letters. You will be able to do unaberrated analysis and handling of any situations, no matter how difficult or tangled.

Donation: $13,929.78.

Come to ASHO Day for your training and find out for yourself how you can inerease the size and viability of your business.

Contact the Registrar for more information on how you can enroll! Write or call the Church of Scientology of California, ASHO Day, 1413 N. Berendo Street, Los Angeles, Ca. 90027, (213) 660-5553.

Get the Practical Knowledge with Organizational Technology.

Read These Books By L. Ron Hubbard.

The **Organization Executive Course Volumes** are the eight volumes that contain policies orginally developed by L. Ron Hubbard to cope with the rapid expansion of Scientology organizations. But they apply to *any* group.

Here is 3881 pages of the most advanced technology available today on the subject of business and organizations. These volumes give you the data you need to know to run a successful organization . . . anything from how to keep solvent, how to get new customers to how to handle personnel, and communications channels!

Prices $360.00.

Get the comprehensive **Modern Management Defined** by L. Ron Hubbard. This is the professional dictionary of the administrative nomenclature used in the business world today. This book will give you the definitions to many Scientology management terms that you may have been looking for. As well as terms used in the everyday world of business. Bound in green with a gold stamped spine, this 690 page book will last for years.

Price: $25.00.

The Management Series 1970-1974. This is the simple basic handbook for management. With it you can look down into any part of your organization and quickly spot and handle any problem area.



Contains the Data Series, Public Relations Series, Personnel Sereis, Organizing Series, Finance Series, Executive Series and Establishment Series.

Gets to the heart of any management problem FAST! 532 pages, bound in green.

Price: $45.00.

Ron has developed the technology to make your business, your organization successful, why take the risk of failing . . . . get the data now! Use the Order Form below for fast and easy ordering!



ORDER FORM

Yes, I want to have a successful business! Send me the following Volume(s) that I have checked off. I have enclosed $ _____ in check/money order to cover my order.

☐ Organization Executive Course Volumes (OEC Price: $360.00 ($270.00 with International Membership).

☐ Modern Management Defined (Admin Dictionary) Price: $25.00 ($22.50 with International Membership)

☐ Management Series 1970-1974 Price: $45.00 ($40.50 with International Membership).

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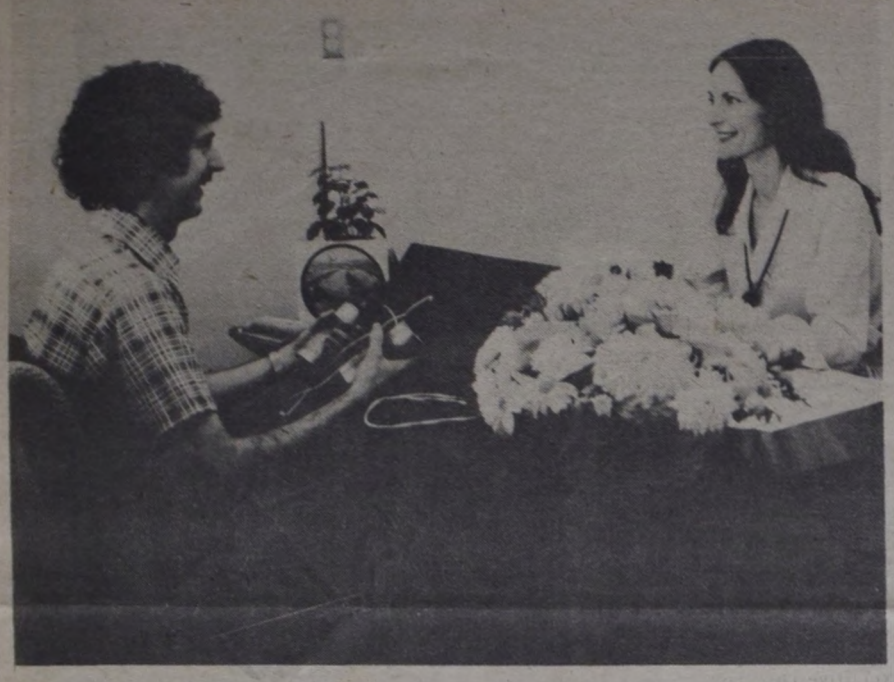
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"Have YOU lived before this life?"

Read the amazing accounts of 41 ordinary people who have in the book that first asked (and answered) the question

There is evidence that anyone can discover, with certainty, his or her own past life experiences. You will find out how in L. Ron Hubbard's new book *Have You Lived Before This Life?*

L. Ron Hubbard cracked the riddle of past lives 25 years before it came to public attention and he has now finally been credited as the actual source of the subject's current popularity. What so many Johnny-come-lately practitioners are now "discovering" turns out have been fully researched by him years ago.

A leading research man in the human potential field for the last 30 years, L. Ron Hubbard first turned up past lives in his investigations into the character of life energy.

He has researched literally thousands upon thousands of cases involving past life re-discovery. And, in 1957, he issued some of his findings in the edition of *Have You Lived Before This Life?*

Now the *new* updated and expanded edition is available in response to public demand for authoritative information on the subject.

Here the author presents 41 case histories of awake, ordinary adults from all walks of life who, without drugs, hypnosis, or suggestion of any kind, contacted former lives – learn exactly what happened and the astounding changes that took place in these people from the experience.

The book contains a transcript of L. Ron Hubbard's step-by-step methods in use in an actual session, so that you can see exactly how past life recall is unlocked.

What if today's criminal shot at dawn will appear again tomorrow as a juvenile delinquent? Or, on the other hand, how much richer might our culture be if today's great artist could knowingly take up, next life, where he left off in this one?

Find out in *Have You Lived Before This Life?*

Order your edition of this beautiful 324 page hardbound volume (in large easy-to-read type) today. It's easy to order –

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For fast service: 1. Check off the box above. 2. Fill in your name and address below (please print). 3. Clip out this order form and 4. Enclose it with your check or money order in an envelope to the address indicated below.

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Definitions

ARC A word from the initial letters of Affinity, Reality and Communication which together equate to understanding.*

ASHO American Saint Hill Organization, Home of upper level training and processing.

AUDITOR A person who through church training becomes skilled in the successful application of Dianetics and Scientology to his family, friends and the public to achieve the ability gained as stated on the Gradation Chart for his class of training.* A Minister.

CASE SUPERVISOR That person in a Scientology Church who gives instruction regarding and supervising the auditing of preclears*. (C/S).

CLASS V Hubbard Validated Auditor.*

CLASS VI A graduate of the Saint Hill Special Briefing Course. Hubbard Senior Scientologist.*

CLASS VII – An auditor who can audit the Power Processes and review auditing.

CLEAR A thetan who can be at cause knowingly and at will over mental matter, energy, space and time as regards the first dynamic (survival for self). The state of Clear is above the release grades (all of which are requisite to Clearing) and is attained by completion of the Clearing Course at an Advanced Organization.*

DIANETICS DIA (Greek) through, NOUS (Greek) soul; deals with a system of mental image pictures in relation to psychic (spiritual) trauma. The mental image pictures are believed on the basis of personal revelation to be comprising mental activity created and formed by the spirit and not by the body or brain.*

E-METER: The Hubbard E-Meter is a religious artifact developed for the exclusive use of ordained Ministers and theological students who are trained in its use in Church ministrations. It is not intended for is forbidden by the Church to be used in any medical or physical treatment or the diagnosis, treatment or prevention of any disease. By itself it does nothing and is strictly not to be employed for medical or scientific purposes. Its purpose is to assist the minister to locate in his parishioner areas of travail so that he can assist in the relief of spiritual suffering. The existence and use of the E-Meter is sanctioned by law and the copying of it or attempts by unqualified persons, doctors, scientists, psychologists, or psychiatrists, to obtain or use one are actionable under law in the United States. To obtain an E-Meter one must be a sincerely enrolled student of the Church of Scientology or a fully qualified Minister of the Church and must undertake as well to become wholly skilled in its purpose and use. No other persons are permitted to have E-Meters. The Church permits the E-Meter to be sold, possessed, or owned only under these conditions.

ETHICS Optimum survival across the dynamics.

GRADE A series of processes culminating in an exact ability attained, examined and attested to by the pc.

GRADE CHART It is a guide for the individual from the point where he first becomes dimly aware of a Scientologist or Scientology and shows him how and where he should move up in order to make it.

HASI Hubbard Association of Scientologist International.*

HCO Hubbard Communications Office.

HCOB Hubbard Communications Office Bulletin.*

HGC Hubbard Guidance Center.

Organizing Board (Org Board), a board that shows what functions are done in the org, the order they are done in, and who is responsible for getting them done.

OT Operating Thetan, highest state there is.

PC (PRECLEAR) A spiritual being who is now on the road to becoming Clear, hence preclear.*

PROCESSES A set of questions asked by the auditor to help a person find out things about himself or life.

REACTIVE MIND A portion of a person's mind which works on a totally stimulus-response basis, which is not under his volitional control, and which exerts force and the power of command over his awareness, purposes, thoughts, body and actions.*

RELEASE One who knows he or she has had worthwhile gains from Scientology processing and who knows he or she will not now get worse.

SCIENTOLOGY An applied religious philosophy, dealing with the study of knowledge which through the application of its technology, can bring about desirable changes in the conditions of life.*

SHSBC Saint Hill Special Briefing Course.

TECH or TECHNOLOGY The methods of application of an art or science as opposed to mere knowledge of the science or art itself.

THETAN the person himself – not his body or his name, the physical universe, his mind, or anything else; that which is aware of being aware; the identity which is the individual.*

THIRD (3rd) DYNAMIC: Urge toward existence in groups of individuals. Any group or part of an entire class could be considered to be part of a third dynamic.

Vital Statistics

Engagements

At Sacramento, California
SHEILA ROMERO and STEPHEN PATRICK wish to announce their engagement to be married on September 23, 1978, in Sacramento.

At Royal Oak, Michigan
EVELYN POTTS and MICHAEL CAMPBELL wish to announce their engagement to be married on September 3, 1978 in New Hudson, Michigan, by the Rev. Duncan Angus.

At Buffalo, New York
CAROLE A. SCHMITT and RONALD M. BLEDENBACH wish to announce their engagement to be married on June 10, 1978.

Marriages

At Los Angeles, California
VIRGINIA K. THORNELL and Rev. RICHARD G. CRUZEN were married on May 6, 1978 by the Rev. Kenny Acs. The Wedding was held at the home of Ensign Vicky Lewis.

At Los Angeles, California
MARGINA MAYO and LARRY BARNES were married on December 17, 1977 by the Rev. Tom Woods.

At Los Angeles (at the Scientology Complex, Hollywood)
SUE E. WEBB and ROB R. EIFLER were married on May 1, 1978. Both are ASHO Students.

At Los Angeles, California
LAURIE STRACENER and TOMMY THOMPSON were married on May 13, 1978. Both are Sea Organization Members.

At the Flag Land Base
MARLENE FOMBRUN and GORDON SAXTON were married on April 22, 1978 by the Rev. Mike Smith.

At the Delphian Foundation
SUE IRONS and LOUIE DARE were married on December 3, 1977, by the Rev. Steve Besio.

At the Delphian Foundation
KAREN HALL and ALLAN HOLLANDER, were married on May 29, 1978, by the Rev. Martin Samuels.

At Newport Beach, California
GERRI STALEY (Mission Officer World Wide, OT III) and DANNY FISCHMAN (Power Release) were married on May 23, 1978 by the Rev. John Woodruff (U.S. Mission Officer).

Births

At Rochester, New York
To RICH and PHYLISS LEVINE BLEGUN, a son, GARRETH C, born on May 8, 1978. Weight 7 lbs., 6½ ozs. Brown hair & Blue eyes.

At Englewood, Colorado
To SHELBY and JANET JARRELL, a son, AMOS EDMUND, born on April 22, 1978, Weight 8 lbs., 15 ozs.

At Long Beach, California
To WAYNE and DRU MERIDETH, a son MICHAEL GREY, born on May 1, 1978. Weight: 9 lbs., 8 ozs.

At Anchorage, Alaska
To JACK and DEBBIE ERNST, TWINS! SHARANE DARTANYA & ELAN DHYANA, born on April 29, 1978. Weights: 6 lbs., 1 oz., & 4 lbs., 3 ozs.

Naming Ceremony

At Buffalo, New York
JESSE ERIC, son of PATTY and RUSSELL MUSCATO was named and welcomed on April 30, 1977, by the Rev. Nancy Hahn.

Death

WILLIAM J. EMAS, left his body on November 30, 1977, in Chicago, Illinois. He was the Director of the Lakeview Mission in Chicago, which he organized many years ago. He is a Founding Scientologist — he began auditing in the early '50's. He is a dedicated Scientologist, and we look forward to his return.

If it isn't announced in the Auditor it didn't happen.

Send it in and make it a fact

Poet's Corner

DAWN

Sunquest
of early sky.
Hours of morning
rise to be the dew
which reflects sun's light,
glistening.

Breaking clouds
emit the light,
let forth the warmth
of this day's venture into present time.

Soft against the stillness sweet
music floats
from quivering, warbled throats of life;
Notes blend and interlace
to meet oft' not exact,
yet blending still and crying aloud:
Life begins anew today!

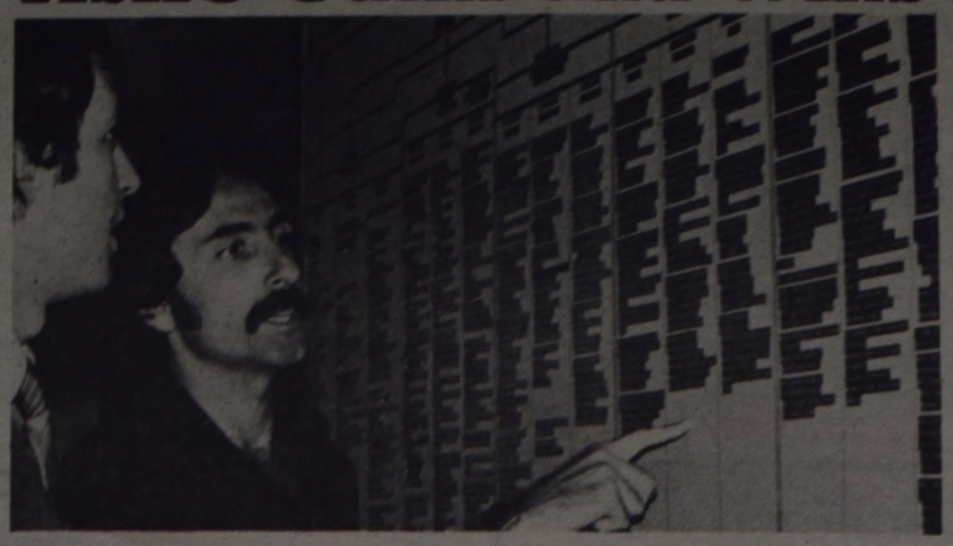
A hopeful awakening
this
the virgin day coming into be
offers life;
this an unchanging entrance so diverse,
a fresh promise
sprung from a timeless well of beginnings.

Day's eager beauty
beckons to be taken, to be used
to be mounted like a charging steed
and ridden
into the future's making
into tomorrows ever
into the blossoming quest of sun,
again.

Glenda Schmidt

Focus On Success

ASHO Gains and Wins



Roger Weller (left) with ASHO staff member discussing the organizing board.

As the first person to start at ASHO on the new Personal Ethics and Integrity Courses I've had win after win. There was no effort needed to bring people in onto this course. My enthusiasm alone pulled several people onto the course. The enrollment had grown to 20 students a short time later.

One of the results of the ethics course was my decision to go to Flag for some auditing.

The Ethics Course was equal to the powerful auditing I had gotten at Flag. It got me interested in Admin courses and I decided to take the Executive Director Course when I arrived back at ASHO.

I recently finished the Executive Course and my wins include: After having many leather shops and other retail businesses I discovered many out-points that could've been easily corrected had I known the valuable Technology of Ron's. My purposes in business were re-vitalized overnight. I now have total certainty that I can run any business.

After talking about my wins, four friends signed up for this amazing course.

At first people would ask me "Why are you doing an Executive Director Course — are you starting a Mission? I had to laugh. Not only does this course teach you how to run a Mission it shows you how to expand any business. I could make a good living right now from what I've learned to be a financial consultant, a business consultant, or have my own Public Relations firm, or Ad Agency. I'm currently planning to open several leather shops throughout the U.S.

I am currently on the Management Course which contains 7 courses in one: The Data Series, Establishment Officers Series, Public Relations Series, Personnel Series, Finance Series Organization Series, and Executive Series. It is a powerful 33 page checksheet. At present I'm on the Data Series part of the course. I would consider the Data Series to be the OT 8 of Administration, with the Ethics Course as the Clearing Course of Administration.

From these past courses I've learned so much and have been happy day after day, — My morale is so high and my competence has increased and continues to increase daily.

I would especially like to thank Ron for making my life much easier and thank the supervisors and staff at ASHO Day for assisting me with my drills.

Anyone interested in knowing more about Administration Courses, I would recommend stopping in at ASHO Day, and talking to the Registrar and look at the different checksheets available.

That's what I did!

Love,
Roger Weller, OT III Expanded
Executive Director Course Graduate

Special Founding Scientologist Award

It is now 28 years since many Founding Scientologists and Dianeticists first read *Evolution of a Science* in *Astounding Science Fiction* and decided to join with Ron on the exciting quest of understanding the mind. Others joined later and helped to open groups, establish organizations and spread Dianetics and Scientology around the world. Now they are working in all positions in the Guardians Office, Sea Organization and Organizations and Missions together with those who are still working to expand Scientology in the field.

Ron says: "YOU HAVE BEEN WITH ME, MOST OF YOU, FOR MANY YEARS,. I APPRECIATE THE FAST. I HAVE BEEN GLAD OF YOUR COMPANY AND INDEED COULD NOT HAVE PROGRESSED WITHOUT YOUR SUPPORT."

In those days there was no completely written-up 3rd Dynamic technology nor was application of Ethics and Justice fully understood by many Scientologists.

A special award is being given to all Founding Scientologists to enable them to do the New Ethics and Integrity Course at their nearest organization, at 50% discount donation.

Please take your Founding Scientologists Certificate with you to the Registrar when you apply for this award.

DEFINITION:
HCO PL 5 Feb 64, FOUNDING SCIENTOLOGIST CERTIFICATE
"I want to be able to specially signify that you were there with me in the beginning years prior to 1964." — L. Ron Hubbard

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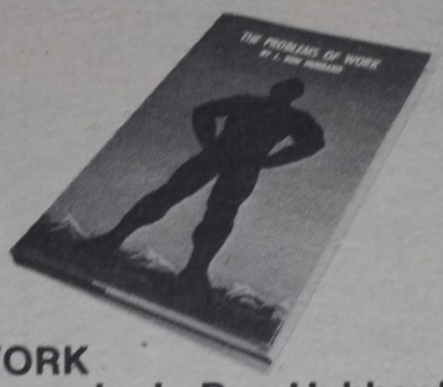
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Usual discounts apply on the full price for that month.

Discover how much more enjoyable your work can be.

Buy, read and use

THE PROBLEMS OF WORK



by L. Ron Hubbard

"Scientology has slashed through many of the complexities which have been erected formen and has bared the core of these problems. Therefore work itself can become a game, a pleasant and happy thing."

— L. Ron Hubbard

When you know there has to be more to work than a boring and mundane routine, get *The Problems of Work* — a practical book loaded with simple methods you use to make your work more enjoyable.

The Problems of Work is not a philosophical criticism. It isn't a job manual or a text book on how to do any specific job. *The Problems of Work* undercuts all those things and takes you right to the basics — it shows you how to actually do work so that you can do the things you want in life. Exciting chapters give you the facts on:

- What holding a job actually depends.
- Handling the confusions of a work-a-day world
- The secret of efficiency
- What exhaustion really is and how to control it
- The person who succeeds
- and MUCH, MUCH More

The Problems of Work puts sanity back in the subject of work by removing the many confusions.

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VALOR VITAMINS, the only agent authorized by Ron in the West US specializing in Vitamin E, and original GUK formula. I carry enteric coated (see HCOB 25 Oct 71) vitamins. Now available magnesium carbonate powder and calcium gluconate powder for Cal-mag formula. Price lists on request. Write Dr. Albert Keefe, 746 S. Alvarado, Rm. 2, L.A., CA 90057. 213-484-8327. FREE shipping anywhere in Cont'l U.S.

Scn ATHLETES, or those interested in Sports pls get out of Non-Existence. Am involved in Sports Project as result of Flag OT Convention. Send Name, Address, Phone, Sport Interest and any comm lines to any Non-Scn Athletes, or Coaches, Pam Champagne, 1545 N. Bronson No. 116, Hollywood, Ca. 90028.

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ORGANIZING BOARD AND LIVINGNESS

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