

## **EXHIBIT 1**

### **SECOND DECLARATION OF LANCE MARCOR**

UNITED STATES DISTRICT COURT  
FOR THE MIDDLE DISTRICT OF FLORIDA  
TAMPA DIVISION

ESTATE OF KYLE THOMAS BRENNAN,  
by and through its Administrator,  
Victoria L. Britton,

Plaintiff,

vs.

Case No. 8:09-cv-00264-T-23-EAS

CHURCH OF SCIENTOLOGY  
FLAG SERVICE ORGANIZATION, INC.,  
DENISE MISCAVIGE GENTILE,  
GERALD GENTILE, and  
THOMAS BRENNAN,

Defendants.

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**SECOND DECLARATION OF LANCE MARCOR**

1. My name is Lance Marcor and I am over the age of 18 years. Among the following experience, I am also a certified minister of the Church of Scientology and ordained in 1979. That status remains in effect today. I was active in Scientology from 1978 to 2007. The following is my declaration based on personal knowledge and my Scientology training and experience, rendering me highly qualified to inform the court and describe the interactions of Defendant, Church of Scientology Flag Service Organization, Inc., FSO, with the other Defendants and how that effected their actions to Kyle Brennan pursuant to the records I have reviewed and Scientology policies.

2. Here is my training, experience, and accomplishments in the Church of Scientology:

- I Joined the Sea Org in 1978 after being public at Pasadena Mission, California did my EPF (basic training) at the Cedars Hospital renovating it into the PAC Base in LA.
- Next I was trained in treasury policy and ran a GO Mission handling Celebrity Center LATreasury records in case of an IRS Audit.
- I was slated to be the Assistant Guardian for Finance at CCLA which held the same rank as Commanding Officer CCLA.
- I was to go to England for training but didn't want the job and requested to come to FLAG in Florida instead.

- I arrived at FLAG in 1980 and took the post of Director of Inspections and Reports for the FSO. That post is the Department Head of Department 3, and is located in Division I which is a senior division on the Scientology Organization Board.
- I know Matteo Rosetti, the Ethics Officer of Thomas Brennan.
- I was in charge of 300 staff members' ethics and was fully trained on ethics policy. The Public MAAs were in my department under me.
- My next post was working in Division 4 (Technical Division) in Dept.10 - Technical Services. I worked around the auditing and Case Supervisor Office. I acquired knowledge of the lines and terminals involved with the PC, where he goes and why. These terminals include the D of P (Director of Processing, Director of Training, Cramming Officers, Medical Liaison Officer, Registrars, Ethics Officer, Chaplain, etc. (everyone the PC could possibly be involved with in the FSO).
- I worked my way up in rank to Chief Petty officer and was in charge of Petty Officer Council, Secretary of Officers Council, a member of the Permanent Board of Review, On several Justice Committees, In charge of the entire FLB Messing System, In charge of the entire FLB Berthing Inspections, I worked in the Reg Office and was in charge of the SO Call in Admin Unit. I worked in the Public Course room as Course Administrator, was on several CMO missions as a CMO Missioner, I was the Division 7 (Executive Division) Financial Planning Representative, Worked part time as an FLB Security Guard, and was in Senior HCO, Flag Land Base running the Cadet Sailing Academy.
- After leaving the Sea Org I became public and was Captain of the Dianetics Windsurfing Team and later became in charge of the entire Dianetics Athletic Association, was on the OT Committee and Clear Expansion Committee. I left the church in 2007.

3. I have been asked to review the Privilege Log, [Exhibit 1], and the redacted "List of Actions," the title of the document in the Privilege Log, but actually entitled "SEC CHECK KR HANDLING," [Exhibit 2], and compare it to my expertise and experience and knowledge of Scientology policies in this area. I do so voluntarily.

4. First and foremost, the Ethics Folders are never privileged in Scientology. I understand that this court did not rule on privilege, but had the List of Actions redacted based on relevancy. If true, then much of the ethics folder materials, including the List of Actions, were culled or created just for the court. From what is produced, compared to the Privilege Log and written church policy, it is obvious to me that much is missing that must exist at Flag concerning Kyle Brennan.

5. It's apparent that the communication from OSA, (Office of Special Affairs in charge of legal and avoiding public relation problems, PR Flaps), is missing in reference to Thomas Brennan and his son, Kyle Brennan. The EO (Ethics Officer) sent two communications to OSA and neither are answered by OSA. This does not happen.

6. Those communications are not confidential as OSA deals in organizational security per the policy and the C/S (Case Supervisor) deals in confidential confessionals. This entire PTS scene with Tom being "connected" to Victoria and Kyle and the connection to Psychiatry (Per HCOPL 6 Dec 76RB ILLEGAL PCs, ACCEPTANCE OF - HIGH CRIME PL), Exhibit 3, would have come up early on in Tom's auditing or Confessional, meaning that OSA would have been informed of the "security risk" of Tom's "connection" and Tom would have been monitored by OSA while having been pulled into Ethics (the EO) per HCO PL 18 June 1968, ETHICS, Exhibit 4; and ordered to do Conditions Handlings at least by starting with the condition of Doubt as this PTS condition was obviously hanging Tom up in Doubt in his wavering back and forth in his dealings with Victoria and Kyle.(HCOPL 18 Dec 1982 ETHICS CONDITIONS:HANG-UP AT DOUBT)(Exhibit 5).

7. Also, there is no explanation as to why so many reports are sent to the EO from the auditor (Denise Gentile) without an ethics handling. What were all of those reports about? (HCOPL 7 Mar 1965RA OFFENCES AND PENALTIES makes it a "Crime" in Scientology - "Failing to report a potential trouble source to local HCO")(Exhibit 6). The reports should have concerned Kyle's connection to Psychiatry and acted on immediately, per policy, because Psychiatry and anti-depressant medication are the utmost evil to Scientology with the goal of eliminating both. Tom would have been advised to determine his condition for the Suppressive Act of "continued adherence to a person or group pronounced a suppressive person or group by HCO" per the Scientology Ethics conditions: HCOPL2 Nov 1982 CONDITIONS HANDLINGS and HCOPL 3 Aug 1985 COMPLETING CONDITIONS FORMULAS (Exhibit 7), and the fact that Wendy (Tom's Wife) referred to Kyle as "enemy of the church," shows that there was awareness by Tom that Kyle was an "enemy" per the Scientology ethics conditions and would have had to handle his own connection to Kyle.

8. Tom would have had to move up the Conditions through the Condition of Liability (HCOPL 6 Oct 1967 CONDITIONS OF LIABILITY AND DOUBT) and HCO POLICY LETTER OF 14 MARCH 1968 (Exhibit 8), in which case he would have had to apply step "2. Deliver an effective blow to the enemies of the group one has been pretending to be part of despite personal danger". (Tom pretending to "care" about Kyle's future (the family group) when in fact he is regarding him as an enemy of the church group). There are two opposing groups here - The the church group with its policy and orders and Victoria and Kyle as his family group).

9. Tom's auditor, being a veteran Scientologist, has an "intimate" relationship with Tom ("intimate" as in the auditor, through the process of auditing, becomes aware of intimate details of one's life despite the professional viewpoint the auditor must maintain while "in session"). It is well known that a Scientologist develops an intimate rapport with the auditor and in many cases wants to do "extra" favors for the auditor as an appreciation of the "help" that is being rendered by the auditor in terms of "spiritual relief" from things hindering or bothering the PC. In my many years working in and around the auditing divisions of Scientology, I have witnessed this to be the case, which is why all gifts to auditors from their PCs must be reported. An example of this relationship is Tom calling Denise before calling 911. Tom was asking advice on how to handle a "mental

decision", i.e., "what do I do now?" "my son is dead on the floor and I can't make a decision on my own". "Call my auditor" (not my wife or Kyle's mother, but my auditor).

10. This fact of the PC losing mental control of his own ability to make decisions shows the involvement that Scientology has on individuals in controlling their lives. One famous Scientology set of Processes are the CCHs (Control, Communication, Havingness) where in the early stages of Scientology "processing" the auditor gains control over the PC's mind through communication and thus the PC regains his "Havingness" for the physical universe in his new reality (under the control of the auditor and thus the organization of Scientology). This is promoted as "Helping the PC regain control over his own life," however, if he now has to remain "connected up" to the Scientology organization to continue "up the Bridge to Total Freedom" and this is his ultimate salvation for this lifetime and all future lifetimes, he now must, per "the greatest good," comply to the organizational policy and "command intention" of the current Scientology leader: Denise Gentile's brother David Miscavige. These are the facts of Scientology and how Scientology is involved in the death of Kyle Brennan.

11. Every Scientologist must follow the written policy of the founder, L. Ron Hubbard, per HCOPL 7 Feb 1965 KEEPING SCIENTOLOGY WORKING (Exhibit 9). I say this because it cannot be overstated that his policies must be followed. In order for a non-Scientologist to understand what I am about to say, certain policies and definitions published by Scientology must be explained. First, in listening to someone who is a devoted Scientologist, one must understand that the Scientologist's first goal is to protect the church at all costs. This includes telling an "acceptable truth," which is saying whatever needs to be said to attain the desired result, including lying. [See attached Exhibit 10, "The Volunteer Minister's Handbook, excerpt on acceptable truth]. It has been defined by Scientologist, Dr. David Minkoff, M.D., (a former defendant in the wrongful death case of Lisa McPherson in the state court of Hillsborough County, Florida, Case # 52-2000- ca-005682), where he testified in his 10-22-1997 deposition that an acceptable truth is "one that works," "when it works, its ethical, when it does the best good for the most number of people." It includes lying to serve the greater good. [pp.134-136, attached, Exhibit 11].

12. The words or phrases "Handle," "Handle the Hell Out of It," "Handle It," "Handling," and "Handling Situations" are very specific terms of direct orders compelling one to get it done or else face consequences. Modern Management Technology Defined, p. 243. [Exhibit 12]. This term, "handle," is well known among Scientologists. One situation which must be handled is a "Potential Trouble Source," a/k/a PTS.

13. Per the attached Exhibit 13, HCOPL 20 Oct 81R PTS Type A Handling - "THIS HANDLING IS DONE BY THE ETHICS OFFICER OF AN ORG..." "If a PTS situation actually exists, the interview must result in a written program agreed upon by the person (Tom) with copies to the person and to his ethics file." "As the person does the steps of the program, he reports their accomplishment to the org officer (EO) who interviewed him." "If the person fails to do the program or the program results in no real change in the situation, the interviewing officer must investigate thoroughly to find out what the person is doing instead of the program..."

14. In Kyle's case, the EO, Ethics Officer, Matteo Rosetti, whom I know, did not choose to "Handle" as there were no steps on the program "to handle." The EO by evidence chose to have Tom "Disconnect" (move Kyle out) Per HCOB 10 Sept 1983 PTSness and Disconnection - "Example: A PC is connected to a person or group that has been declared suppressive by HCO in a published ethics order. He should disconnect and, if he wants to inform the SP of the fact, he may write a letter of disconnection." [Exhibit 14]. In Tom's case, he simply informed Kyle of the fact that he would have to be finding a new place to live. That may be why the bed linens of Kyle's bed were stripped at the time of the death. If Kyle was being considered as an Enemy/SP, Tom may have taken matters into his own hands, or others, and possibly expedited the disconnection by having "a hand" in his demise, since Tom Brennan stated in his answer filed in this case that his son died as a result of suicide or homicide.

15. The Defendant in this case, FSO, without question forbids any psychotic person on FSO property. "Handling Psychotics at the FSO" [Exhibit 15]. The main reason the List of Actions included ordering Thomas Brennan to move his son out of the apartment and "Handle" him is for Thomas Brennan to secure his future in the church which, per "KSW Policy (Keep Scientology Working), guarantees his spiritual freedom for an eternity. It also protects his auditor, Denise Gentile. Policies which demand the move out of the son, include, but are not limited to, the following attached policies:

- HCOB 10 Sept 83 PTSness AND DISCONNECTION - "A PC is connected to a group that has been declared suppressive by HCO.[Exhibit 14]  
(In Kyle's case, Psychiatry as a group has been declared suppressive by HCO);

- HCOPL 23 December 1965 SUPPRESSIVE ACTS SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS [Exhibit 16]

"Suppressive Acts" require disconnection. Here are some "suppressive acts:"

- Kyle is guilty of this suppressive act: remaining connected to psychiatry through his use of psychiatric drugs.

- "Continued adherence to a person or group pronounced a suppressive person or group by HCO. (Psychiatry as a group has been pronounced suppressive by the church: i.e., CCHR, a front group for the church to attack Psychiatry)

- Tom Brennan's son's continuing adherence to psychiatry now becomes suppressive in the church's eyes (Tom's wife, Wendy, referred to Kyle as an "Enemy" in September 2006 when she learned that Kyle was seeing a psychiatrist and taking psych drugs, Lexapro).

- Tom Brennan's failing to handle...i.e., disconnect, would then make him be labeled "Suppressive Person, SP."

- "failure to handle or disavow and disconnect from a person demonstrably guilty of suppressive acts."
- Tom as a first step in being handled by the church is given the ultimatum to disconnect falling short of being able to handle Kyle's taking his meds. On orders by the Ethics Officer, he tried to Handle by removing Kyle's connection to Psychiatry by removing his meds.
- "a potential trouble source may receive no processing until the situation is handled."

16. The term "enemy" are those who oppose and those who can damage the organization or person. Modern Management Technology Defined. [Exhibit 17].

17. From the declaration of Victoria Britton, Exhibit 18, Tom Brennan knew that his son, Kyle, was seeing a psychiatrist and taking Lexapro as early as May or June 2006. This coincides with the first entry on the Privilege log. He invited his son to come to Clearwater, offering him a job and going to college. While in Clearwater in August and September 2006, Kyle hears Brennan's new wife call Kyle an "enemy." Kyle rapidly leaves Clearwater. (Per the declaration of Scott Brennan]. When Kyle comes to Clearwater for the last time in February 2007 to rest before returning to Virginia, Tom Brennan is in conflict with being a father to his son and being a dedicated Scientologist due to the above policies.

18. The above policies placed Tom Brennan up against a wall. He had to handle his son or else face these consequences, which would cut him off from Flag, his wife, Wendy, his employers and friends, Denise and Gerald Gentile, all dedicated Scientologists, and end his high celebrity status of being audited by David Miscavige's sister. Denise Gentile also had a strong interest in having the son handled for her own benefit of her class auditing and being connected to Tom Brennan, her friend and employee.

19. OSA became involved in this matter early on because not only is Denise Miscavige Gentile the twin sister of the leader of all of Scientology, David Miscavige, but the privilege log shows that the EO, Matteo Rosetti, on May 3 2006, wrote a report to OSA to get approval for Tom Brennan to become Flag public. This is no small matter. OSA would have responded to this request in writing. That has not been produced nor is it listed in the Privilege Log. It is very important to this case. Also, on May 5, 2006, Matteo wrote another comm (communication) to OSA, re: Tom Brennan. Again, there is no mention of a comm back from OSA. That simply does not happen at Flag. On September 7, 2006, Matteo writes to the C/S, (Case Supervisor), which had to concern clearance for Flag auditing of Thomas Brennan. There has to be a reply in writing as to the reason Tom Brennan is accepted for auditing. This is not privileged. It would show the relationship between Denise Gentile and Tom Brennan. It would more likely than not also show Denise's knowledge about Tom Brennan's family, including his only son, Kyle, and what was known about Kyle's psychiatric treatment and medication.

20. As I stated in my first Declaration, before I saw the redacted List of Actions, I opined that Tom was ordered by an EO to handle his son per the written policy of Scientology known as a PTS A Handling (Potential Trouble Source Handling), [Exhibit 13]. Now that we see that the List of Actions confirms what I previously stated, the C/S, Case Supervisor at Flag, would have ordered "PTS A Handling," and OSA at Flag, having jurisdiction over the Tech lines for overall security, ordered the EO at Flag to order Tom Brennan, per that Policy (Illegal PCs Acceptance Of High Crime PL, attached to first Declaration and attached here for convenience, [Exhibit 3], to make sure Kyle Brennan was "handled."

21. It can not be overemphasized that Kyle Brennan's presence was potentially a huge PR Flap to Flag by his taking an anti-depressant, Lexapro, acting in such a manner that Tom Brennan was afraid to leave him alone, and calling government offices, while Thomas Brennan was living at an apartment building occupied by Scientologists, a Flag public being audited by Denise Miscavige Gentile, a ½ block from the Coachman Building, and a block from the Ft. Harrison Hotel.

22. The privilege log shows that OSA is involved not only before Kyle Brennan arrived in Clearwater on February 7, 2007, but also while he was at his father's apartment, which most definitely would continue not only through the day Kyle died, but also after his death and until this matter is concluded. There is no reason OSA at Flag would send a communication about Thomas Brennan other than with regards to that policy on handling a PTS. They have no other involvement to the public other than the fact of "Organizational Security". OSA comm has not been produced and that is for sure not confidential.

23. In further evidence of OSA at Flag's involvement and OSA Int (OSA International in Los Angeles, CA), the KR (Knowledge Report), [Exhibit 19], allegedly typed by Gerald Gentile and sent to OSA Int and then copied to OSA at Flag, with the addition of the List of Actions and the missing OSA comm, confirms OSA's and Flag's involvement and control over Tom Brennan, Denise Gentile, and Kyle Brennan before Kyle Brennan's death.

24. Per Scientology Policy HCOPL 22 July 1982 Knowledge Reports: "1. Anyone who knew of a loafing or destructive or off-policy or out-ethics action and WHO DID NOT FILE A KNOWLEDGE REPORT becomes an ACCESSORY in any justice action taken thereafter." [Exhibit 20]. Per this policy, the fact of Tom Brennan being connected to his son Kyle who is involved with a known suppressive group (Psychiatry) requires anyone who knew about the connection to write a Knowledge Report. In other words, the Church's own policy substantiates the fact that there are missing reports as those reports are required flying back and forth from Denise the auditor, to the Ethics Officer, and to and from OSA not excluding the Case Supervisor. The "out ethics situation" is, per the church policy, the connection of Tom Brennan to his son Kyle for months (May 2006 - Feb 16 2007) without "Handling or Disconnection". Per HCOPL 11 May 1965 ETHICS OFFICER HAT - "The activities of the Ethics Officer consist of isolating individuals who are stopping proper flows by pulling withholds with ethics technology and by removing the potential trouble sources and suppressive individuals off org comm lines and by generally enforcing Ethics Codes." Exhibit 21.

25. The Ethics Handling which ordered Tom Brennan to move Kyle out was based on a "Security Check" This Sec Check is not "priest-penitent privilege" per HCOPL 7 Jan 1985 HCO Confessionals, which states: "Overts disclosed in the course of Confessionals done for investigatory or justice purposes are always the subject of Knowledge Reports to HCO and are actionable on the person." "At the beginning of the first session of an HCO Confessional or any auditing action to be done as an HCO Confessional, the auditor gives the PC the R-Factor (reality factor) , "I am not auditing you." The session is then begun as usual..." [Exhibit 22].

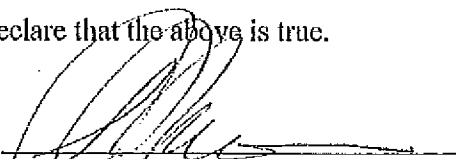
26. "The fact that a Sec Check or False Purpose RD (Rundown) form is being done as an HCO Confessional does not mean that the procedure is changed. The Auditor's procedure is the same. But the overts are reported to Ethics for handling and are actionable. It should be clearly marked on the Knowledge Report that it is from an HCO Confessional action." (note: this is also evidence that the Ethics Files are not confidential).(HCOPL 7 Jan 1985 HCO CONFESSIONALS) (Exhibit 25). What this shows is that it is impossible for these reports to not have been made.(HCOPL 10 Mar 1982 CONFESSIONALS-ETHICS REPORTS REQUIRED). Exhibit 23. This is evidence that Tom Brennan was under pressure from the Church to "handle" his son. Some Church philosophy that applies to a Scientologist's mental conditioning are as follows: The Code of Honor by L. Ron Hubbard: "Never fear to hurt another in a just cause." "Your self determinism and honor are more important than your immediate life." "Your integrity to yourself is more important than your body." Also, "Your value as a being is to your group and not to your self at all". HCOPL 23 DEC 65 RB SUPPRESSIVE ACTS SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS -"Suppressive Acts"(as follows)..."Failure to handle or disavow and disconnect from a person demonstrably guilty of suppressive acts". [Exhibit 16]. Tom would have to apply this policy to Kyle, per Kyle's connection to the "suppressive group," - Psychiatry. "Continued adherence to a person or group pronounced a suppressive person or group by HCO." Kyle is guilty of this Suppressive Act by his default connection to Psychiatry and his Meds.

27. Kyle's death was a direct result of the application of the policy of the church which is to "Handle or Disconnect" and that includes by whatever means necessary. It all started with Denise Gentile reporting to Flag's Ethics Officer. Driving Kyle over the edge when he was in a depressed state and without his meds by suggesting he move out is one way of getting rid of the problem. "Never fear to hurt another in a just cause" Kyle, per Scientology philosophy, can always go and pick up another body and it would be considered the "Greatest Good" to move him out of Tom's and the Gentile's life. Every Scientologist early on in Scientology is required to do the PTS/SP Course - HOW TO CONFRONT AND SHATTER SUPPRESSION by L. Ron Hubbard (Exhibit 24) and the term PTS and SP are household nomenclature used on a daily basis amongst Scientologists. This is not some isolated case as this is the "GLUE" that keeps Scientology together and tight as, per L. Ron Hubbard, "a kind of juggernaut builds up" running through a free society. With the purpose of every Scientologist to "add to this POWER". In the Scientology reference on the condition of Power RESPONSIBILITIES OF LEADERS - Section on "seven things about power," HCO PL 12 February 1967, Exhibit 25, it states in reference to being "open to the taunts of any enemy of the power who dare not really boot the power but can boot you."..."you must yourself gather and USE enough power to hold your own - without just nattering to the power to "kill Pete" in straightforward

or more suppressive ways to him, as these wreck the power that supports yours. He doesn't have to know all the bad news, and if he's a power really, he won't ask all the time: "What are all those dead bodies doing at the door?" ... Well, boss, about all those dead bodies, nobody at all will suppose you did it. She over there, those pink legs sticking out, didn't like me." "Well," he'll say, if he really is a power, "why are you bothering me with it if it's done and you did it..." L. Ron Hubbard HCOPL 12 Feb 1967 Responsibilities of Leaders. Exhibit 25.

28. What is driving Denise Gentile, Gerald Gentile, Thomas Bremman and Flag is that in making decisions church policy must always be heeded: HCOPL 7 FEB 65 Keeping Scientology Working 1 - "We're not playing some minor game in Scientology. It isn't cute or something to do for lack of something better. The whole agonized future of this planet, every man, woman and child on it and your own destiny for the next endless trillions of years depend on what you do here and now with and in Scientology. This is a deadly serious activity. And if we miss getting out of the trap now, we may never again have another chance". [Exhibit : 9].

Under penalties of perjury, I declare that the above is true.

  
Lance Marcor  
Dated this 27<sup>th</sup> day of September, 2010.

## **Exhibit 1 - Privilege Log**



PRIVILEGE LOG

DATE	TYPE	CONTENT	AUTHOR	RECIPIENT	CC	BASIS
May 3, 2006	Written report requesting approval for Tom Brennan to receive auditing at Church of Scientology Flag Service Organization.	Information from Tom Brennan to Ethics officer and/or background information from previous auditing concerning Tom Brennan's request for approval to receive auditing services at Church of Scientology Flag Service Organization	Matteo Rosetti	Karine Howd, OSA	none	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act
May 5, 2006	Written report regarding Tom Brennan's eligibility to receive religious services at Church of Scientology Flag Service Organization	Additional information from Tom Brennan to FSO Ethics officer request to receive auditing services at Church of Scientology Flag Service Organization.	Matteo Rosetti	Karine Howd, OSA	none	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act
Sept. 7, 2006	Written report from Tom Brennan's ethics officer to the Case Supervisor in furtherance of auditing process.	Private personal confidential communications made by Tom Brennan to his ethics officer for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology, as directed by the case supervisor.	Matteo Rosetti	Marissa Jensen, CS	none	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act

DATE	TYPE	CONTENT	AUTHOR	RECIPIENT	CC	BASIS
Jan. 13, 2007	Report to FSO Ethics officer from Denise Gentile in furtherance of Tom Brennan's auditing	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Denise Gentile, auditor	Matteo Rosetti, ethics officer	none	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act
Jan. 15, 2007	Report to FSO Ethics officer from Denise Gentile in furtherance of Tom Brennan's auditing	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Denise Gentile, auditor	Matteo Rosetti, ethics officer	none	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act
Jan. 16, 2007	Report to FSO Ethics officer from Denise Gentile in furtherance of Tom Brennan's auditing	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Denise Gentile, auditor	Matteo Rosetti, ethics officer	none	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act

DATE	TYPE	CONTENT	AUTHOR	RECIPIENT	CC	BASIS
Jan. 17, 2007	Report to FSO Ethics officer from Denise Gentile in furtherance of Tom Brennan's auditing	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Denise Gentile, auditor	Matteo Rosetti, ethics officer	none	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act
Jan. 26, 2007	Report from Ethics Officer to case supervisor in furtherance of Tom Brennan's auditing .	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Matteo Rosetti, ethics officer	Marissa Jensen, Case Supervisor	none	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act
Jan. 30, 2007	Report from Ethics Officer to case supervisor in furtherance of Tom Brennan's auditing .	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Matteo Rosetti, ethics officer	Marissa Jensen, Case Supervisor	none	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act

DATE	TYPE	CONTENT	AUTHOR	RECIPIENT	CC	BASIS
Feb. 6, 2007	Report to FSO Ethics officer from Denise Gentile in furtherance of Tom Brennan's auditing	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Denise Gentile, auditor	Matteo Rosetti, ethics officer	None	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act
Feb. 7, 2007	Report to FSO Ethics officer from Denise Gentile in furtherance of Tom Brennan's auditing	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Denise Gentile, auditor	Matteo Rosetti, ethics officer	None	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act
Feb. 12, 2007	Report to FSO Ethics officer from Denise Gentile in furtherance of Tom Brennan's auditing	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Denise Gentile, auditor	Matteo Rosetti, ethics officer	None	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act

DATE	TYPE	CONTENT	AUTHOR	RECIPIENT	CC	BASIS
Feb. 13, 2007	Report to FSO Ethics officer from Denise Gentile in furtherance of Tom Brennan's auditing	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Denise Gentile, auditor	Matteo Rosetti, ethics officer	None	Clergy communication Fla. Stat. 90.505. Right to privacy Florida Constitution. Religion clauses of US and Florida Constitutions. Religious Freedom Restoration Act
Feb. 15, 2007	List of actions prepared by Tom Brennan and ethics officer.	Private personal confidential communications made by Tom Brennan to his ministers for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology.	Matteo Rosetti, ethics officer and Tom Brennan	Matteo Rosetti, ethics officer and Tom Brennan	None	Highly personal confidential communications made by Tom Brennan to his ethics officer (Master at Arms) for the purpose of seeking spiritual counsel under the established practices and procedures of Scientology, as directed by the case supervisor.
Mar 15, 2007 forward	Post suicide memos and reports investigating the matter	Facts and circumstances surrounding the suicide	Misc persons	Counsel for Flag Service Organization, and legal staff	Various	Attorney Client privilege and Attorney work product.

## **Exhibit 2 - "SEC CHECK KR HANDLING,"**

TOM BRENNAN

15 Feb 07

STUDENT MAA FSO

**SEC CHECK KR HANDLING**

- 1.
2. Get your son moved out and get him set up somewhere so that he can get handled.

\_\_\_\_\_

3.

4.

5.

6.

7.

**Exhibit 3 - HCOPL 6 Dec 76RB ILLEGAL PCs,  
ACCEPTANCE OF - HIGH CRIME PL**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 DECEMBER 1976RB

REVISED 8 APRIL 1988

Remimeo

All Registrars

All Case Supervisors

All Ds of P

All Auditors

Tech/Qual

HCO

Public Divisions

Department of Special

Affairs

Office of Special

Affairs

(Also issued as HCOB 6 Dec. 76RB, same title)

**ILLEGAL PCs, ACCEPTANCE OF  
HIGH CRIME PL**

*Refs:*

HCO PL 27 Oct. 64R

" Rev. 15.11.87

HCO PL 23 Sept. 64

HCO PL 30 Nov. 71

POLICIES ON PHYSICAL HEALING,  
INSANITY AND SOURCES OF TROUBLE  
POLICIES: DISSEMINATION AND  
PROGRAMS  
BLIND REGISTRATION

*Modifies and supersedes:*

HCO PL 16 May 70

INSTITUTIONAL AND SHOCK CASES,  
PETITIONS FROM

*Cancels and replaces:*

HCO PL 26 Oct. 79

INSTITUTIONAL AND SHOCK CASES,  
POSTING OF BONDS

HCO PL 5 May 80

ILLEGAL PCs

HCO PL 26 Mar. 79 III

OUT-TECH AND "ILLEGAL" PCs

It shall be a Committee of Evidence offense for a Case Supervisor or auditor to C/S or accept for processing and process any pc:

1. Who is terminally (fatally) ill, regardless of what the org Registrars may have promised or asserted. Such diseases as advanced cancer are included.
2. Who has an extensive institutional or psychiatric history which includes heavy drugs, shocks of various kinds and/or so-called psychiatric brain operations.

By "institutional history" is meant having been knowingly or unknowingly given treatment as described in (2) above in a public or private institution for the insane, a psychiatric ward in a hospital, a psychiatrist's, psychologist's or other mental practitioner's clinic or office or a mental health center.

3. Who have been denied processing by HCO, the Office of Special Affairs or the Office of Senior C/S International for reason of past history or connections or current state as it may affect the safety and security of the org.

This third category would include people who are members or ex-members, or in families of members or ex-members of media, police spy organizations and government spy organizations such as the National Security Agency (NSA), Central Intelligence Agency (CIA), Internal Revenue Service (IRS), Department of Justice (DOJ), Federal Bureau of Investigation (FBI), or any other federal

**Exhibit 4 - HCO PL 18 June 1968, ETHICS**

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 JUNE 1968

(Also issued as FO 909)

Remimeo

## ETHICS

The purpose of Ethics is

TO REMOVE COUNTER-INTENTIONS FROM THE ENVIRONMENT.

And having accomplished that the purpose becomes

TO REMOVE OTHER-INTENTIONEDNESS FROM THE ENVIRONMENT.

Thus progress can be made by all.

Many mechanisms can exist to mask a counter-intention.

One has an intention to expand the org. An "expert" says it is difficult as "The building society . . ." The impulse is to then handle the problem presented by the "expert," whereas the correct ETHICS action is to remove his counter-intentionedness or other-intentionedness. If he were an EXPERT he would simply say, "Okay. I'll handle my end of the expansion."

There are many ways to handle counter- and other-intentionedness.

There is a fine line between ethics and tech.

The point where a thetan goes mad is very exact. It is the point where he begins to obsessively stop something. From this the effort becomes generalized and he begins to stop lots of other things. When this includes anyone who or anything that would help him as well as those people and things that help, the being is *suppressive*. His intentions counter any other intention, particularly good intentions.

Other-intentionedness comes from unawareness or dispersal. It is handled by removing things which disperse others. Offering bottled medicine to cure "the blues" is a direct distraction. It is the purveyor of the distraction who is the target.

The person who enters a Scientology group to then sell other-answer is of course an enemy.

However we go about accomplishing the above is the *action* of Ethics. The above is the purpose.

**L. Ron Hubbard**  
Founder

**Exhibit 5 - HCOPL 18 Dec 1982 ETHICS CONDITIONS:  
HANG-UP AT DOUBT**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 18 DECEMBER 1982

Remimeo  
All C/Ses  
All Ethics Officers  
HCO  
PTS Checksheets

**ETHICS CONDITIONS:  
HANG-UP AT DOUBT**

<i>Refs:</i>	
PAB 13, ca. Nov. 53	ON HUMAN BEHAVIOR
Tape: 6107C11	"Routine 1A--Problems and Solutions"
HCO PL 27 Oct. 64R	POLICIES ON PHYSICAL HEALING,
Rev. 15.11.87	INSANITY AND SOURCES OF
	TROUBLE
HCOB 8 Nov. 65	SUPPRESSIVES AND HIDDEN
	STANDARDS
HCOB 24 Nov. 65	SEARCH AND DISCOVERY
HCO PL 23 Dec. 65RA	SUPPRESSIVE ACTS
Rev. 10.9.83	SUPPRESSION OF SCIENTOLOGY
	AND SCIENTOLOGISTS
HCO PL 6 Oct. 67R	CONDITIONS OF LIABILITY
	AND DOUBT
Tape: 7203C02 SO I	"Evaluation and Handling of Personnel"
Esto Tape 3	
HCOB 7 Aug. 79	Product Debug Series 8
	Esto Series 36
	FALSE DATA STRIPPING
HCOB 13 Oct. 82	C/S Series 116
	ETHICS AND THE C/S

It can occur that a person working up through the lower ethics conditions can get hung up at Doubt and not be able to complete the formula.

In such instances a PTS condition or false data may be found to exist.

**PTS**

In the Doubt Formula one follows the steps of the formula and by doing so is then able to make up his mind as to the individual, group, org or project the condition is being applied to. But if he's PTS, he is stuck in a problem and is unable to come to a decision.

When a person is faced with suppression, whether the actual suppression exists in present time or is a past suppression restimulated in present time, he is facing a counter-postulate.

A problem is a postulate-counter-postulate resulting in indecision: the first manifestation of and the first consequence of a problem is indecision.

Therefore a PTS condition can hang one up at Doubt.

## CONDITION OF DOUBT

When one cannot make up one's mind as to an individual, a group, org or project, a condition of Doubt exists.

The formula is:

1. Inform oneself honestly of the actual intentions and activities of that group, project or org, brushing aside all bias and rumor.
2. Examine the statistics of the individual, group, project or org.
3. Decide on the basis of "the greatest good for the greatest number of dynamics" whether or not it should be attacked, harmed or suppressed or helped.
4. Evaluate oneself or one's own group, project or org as to intentions and objectives.
5. Evaluate one's own or one's group, project or org's statistics.
6. Join or remain in or befriend the one which progresses toward the greatest good for the greatest number of dynamics and announce the fact publicly to both sides.
7. Do everything possible to improve the actions and statistics of the person, group, project or org one has remained in or joined.
8. Suffer on up through the conditions in the new group if one has changed sides, or the conditions of the group one has remained in if wavering from it has lowered one's status.

L. RON HUBBARD  
Founder

**Exhibit 6 - HCOPL 7 Mar 1965RA OFFENCES AND  
PENALTIES**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 MARCH 1965RA

Gen. Non-Remimeo  
Post Org Public  
Boards

Issue III  
REVISED 10 JANUARY 1991

*HCO (Division I)*

*Justice*

**OFFENSES AND PENALTIES**

These are the penalties we have always more or less used, and these are the offenses which have been usually considered offenses in Scientology.

Formerly they were never written down or routinely enforced, there was no recourse, and these lacks made staff members uncertain of their fate. They knew something happened but not why. They knew certain things were frowned on but not how much or little. The penalties were suddenly administered without warning as to what they would be or for what offense.

This then is a code of discipline which we have almost always more or less used, made plain for everyone to see, with limits against overpunishment and recourse for those who are wronged.

Accordingly, this code of offenses and their penalties becomes firm and expressed policy.

Lack of specified offenses, penalties and recourse bring everyone to uncertainty and risk at the whim of those in command.

---

There are four general classes of crimes and offenses in Scientology. These are *Errors*, *Misdemeanors*, *Crimes* and *High Crimes*.

1. *Errors*. Errors are minor unintentional omissions or mistakes. These are auditing "goofs"; minor alter-is of tech or policy; small instructional mistakes; minor errors or omissions in performing duties; and admin errors or omissions not resulting in financial loss or loss of status or reputation for a senior.

Errors are dealt with by corrections of the person, reprimand or warnings by seniors.

Certificates, classifications and awards may not be cancelled or suspended or reduced for an error. The offender may not be transferred or demoted or fined or suspended for committing an error. No Committee of Evidence may be convened because of an error.

Repeated corrections, warnings or reprimands by a senior can, however, bring the repeated error offenses into the category of misdemeanor.

2. *Misdemeanors*. These are:

Noncompliance.

Discourtesy and insubordination.

Mistakes resulting in financial or traffic loss.

Commissions or omissions resulting in loss of status or the punishment of a senior.

Neglect or gross errors resulting in the need to apply the Emergency Formula to their person, section, unit, department, organization, zone or division.

Knowing and repeated departures from standard technology, instructional procedures or policy.

Continued association with squirrels.

Abuse or loss or damage of org materiel.

Waste of org materiel.

Waste of funds.

Alteration of senior policy or continued ignorance of it.

Consistent and repeated failures to wear their hat regarding dev-t.

Refusing an E-Meter check.

Refusing auditing when ordered by a higher authority.

Disturbing a course or class.

Disrupting a meeting.

The discovery of their having an undisclosed criminal background in this lifetime.

The discovery of an undisclosed tenure in a mental hospital.

Processing a known trouble source or the family or adherents of a suppressive person or group.

Omissions resulting in disrepute or financial loss.

Inadequate or declining income or traffic in a section, unit, department, org, zone or division.

Assisting the inadequacy or decline of income or traffic in a section, unit, department, org, zone or division.

Failure to acknowledge, relay or comply with a direct and legal order from an executive staff member.

Auditor's Code breaks resulting in a disturbance of the preclear.

Failure to follow the Supervisor's Code resulting in disturbed students.

Contributing to a crime.

Failure to appear before a Committee of Evidence as a witness or interested party when personally given summons or receiving summons by registered post.

Refusing to testify before a Committee of Evidence.

Showing contempt or disrespect to a Committee of Evidence when before it.

Destroying documents required by a Committee of Evidence or refusing to produce them.

Withholding evidence.

False swearing on a signed statement or form.

Impeding justice.

Refusing to serve on a Committee of Evidence.

Refusing to vote while a member of a Committee of Evidence.

Misconduct.

Issuing data or information to wrong grades or unauthorized persons or groups or issuing data or information broadly without authority.

Invoicing and/or depositing checks obtained in confidence.

Giving org services on the basis of confidence checks received without having had the confidence check made good and correctly invoiced and banked first. (Definition of confidence check: a check known by the person accepting it as NOT valid and covered by funds at time of acceptance, but accepted nevertheless on basis of promise by the drawer to make it good at a later date.)

False report.

False attestation.

No report.

Refusal to report.

Verbal tech. This includes: giving out data which is contrary to HCO Bulletins or Policy Letters, or obstructing their use or application, corrupting their intent, altering their content in any way, interpreting them verbally or otherwise for another, or pretending to quote them without showing the actual issue.

Neglect of duty.

Condoning neglect of duty.

Out-tech.

Such offenses are subject to direct punishment by order, and for a staff member the punishment is the assignment of a personal condition of Emergency

for up to three weeks and for an executive staff member the assignment of up to a three-month personal condition of Emergency.

Personal conditions of Emergency reduce pay or units one-third for the period assigned.

Recourse may be had by requesting a Committee of Evidence for return of pay but not damages.

The same offenses may be used for a Committee of Evidence but not both a committee and punishment by direct order—one or the other.

However, if any of these offenses become the subject of a Committee of Evidence, the penalty for a misdemeanor may be increased to include suspension of a single certificate and/or classification (but no more) or a minor demotion or transfer, but not dismissal. None of these offenses may be made the subject of dismissal by direct order or Committee of Evidence.

A Court of Ethics may be convened on any misdemeanor.

Persons may not be dismissed for misdemeanors. Nor may any certificates, classifications or awards be cancelled.

Nonstaff or field or mission Scientologists committing those of the above (except org) offenses applicable may have a Committee of Evidence convened on them.

Where serious, repeated or of magnitude harmful to many, the same offenses can be reclassified as crimes by a convening authority.

3. *Crimes.* These cover offenses normally considered criminal. Offenses which are treated in Scientology as crimes are:

Theft.

Mayhem.

Harmful, flagrant and continued code breaks resulting in important upsets.

Noncompliance with urgent and vital orders resulting in public disrepute.

Placing Scientology or Scientologists at risk.

Omissions or noncompliance requiring heavy intervention by seniors consuming time and money, with dev-t.

Failure or refusal to acknowledge, relay or execute a direct legal order from an International Board member or an assistant board member.

Being or becoming a potential trouble source without reporting it or taking action.

Receiving auditing while a potential trouble source.

Withholding from local Scientology executives that he or she is a potential trouble source.

Failing to report a potential trouble source to local HCO.

Organizing or allowing a gathering or meeting of staff members or field auditors or the public to protest the orders of a senior.

Being a knowing accessory to a suppressive act.

Using a local Scientology title to set aside the orders or policies from the International Board.

Following illegal orders or illegal local policies or alter-is, knowing them to be different or contradictory to those issued by the International Board.

Not directly reporting flagrant departures from International Board policy in a section, unit, department, org, zone or division.

Being long absent from post while a senior executive without advising the board member of his or her division.

Permitting a section, unit, department, org, zone or division to collapse.

Not taking over as a deputy in a crisis not otherwise being handled.

Passing org students or preclears to outside auditors for private commission.

Using an org position to build up a private practice.

Taking private fees while on staff to audit outside preclears, run private courses, coach or audit students or org preclears.

Embezzlement.

Taking commissions from merchants.

Reselling org materiel for private gain.

Using an org position to procure personal or non-Scientology funds or unusual favors from the public, a firm, student or preclear.

Impersonating a Scientologist or staff member when not authorized.

Inciting to insubordination.

Instigating a local power push against a senior.

Spreading destructive rumors about senior Scientologists.

Pretending to express a multiple opinion (use of "everybody") in vital reports, which could influence assistant board or board decisions.

Not reporting the discovery of a crime or high crime to HCO of the nearest Scientology organization while in authority or as a member of a Committee of Evidence or as a witness before a Committee of Evidence.

Refusal to accept penalties assigned in a recourse action.

Refusal to uphold discipline.

Getting another staff member disciplined by giving false reports about him or her.

Overworking an executive by ignoring one's duties.

Falsifying a communication from higher authority.

Falsifying a telex message or cable.

Causing a staff member to lose prestige or be disciplined by giving false reports.

Seeking to shift the blame to an innocent staff member for the consequences of one's own offenses.

Protecting a staff member guilty of a crime or high crime listed in this code.

Stealing or seducing another's wife or husband.

Committing offenses or omissions that bring one's senior staff member, unit, department, org or zone official to personal risk and/or a Committee of Evidence, civil or criminal court.

Willful loss or destruction of Scientology property.

Making out or submitting or accepting false purchase orders.

Juggling accounts.

Illegally taking or possessing org property.

Causing severe and disreputable disturbances resulting in disrepute.

Obtaining loans or money under false pretenses.

Condoning circumstances or offenses capable of bringing a course, section, unit, department, org, zone or division to a state of collapse.

Holding Scientology materials or policies up to ridicule, contempt or scorn.

Heckling a Scientology instructor or lecturer.

Falsely degrading an auditor's technical reputation.

Impersonating an executive staff member.

Pretending Scientology certificates, classifications or awards not actually held to obtain money or credit.

Selling auditing hours or training courses for advance which are not then delivered as to hours and time in training (but not results or subject matter).

Using Scientology harmfully.

Not bringing a preclear up through the grades, but overwhelming the preclear with high levels.

Processing or giving aid or comfort to a suppressive person or group.

Knowingly using Scientology to obtain sexual relations or restimulation.

Seducing a minor.

Neglect or omission in safeguarding the copyrights, registered marks, trademarks, registered names of Scientology.

Issuing the data or information or instructional or admin procedures without credit or falsely assigning credit for them to another.

Issuing any Scientology data under another name.

Condoning the suppression of the word *Scientology* in its use or practice.

Allying Scientology to a disrelated practice.

Neglect of responsibilities resulting in a catastrophe even when another manages to avert the final consequences.

Committing a problem.

Committing a solution which becomes a problem.

Case on post.

Out-admin.

Giving any session or assist without making an auditor's report, or copying the original actual report after the session and submitting a copy instead of the real report.

Accepting for higher levels of processing persons who have not made their lower levels.

Processing persons at higher levels who have not made lower levels.

Training persons at higher levels who have not proven themselves as competent auditors at lower levels.

Permitting an ARC broken person to leave an org unhandled shall be deemed for the last auditor to audit him and for the PES and Director of Success a crime.

Treasonable neglect.

Missing a withhold on a pc.

Noncooperation with enforcing Confessional technology.

Letting a person get onto an OT section who is NCG, nattery, critical or otherwise exhibiting O/Ws or out-ethics without handling so that he can

make case gains; also, continuing the error and not remedying the matter right away.

Violation of any of the eleven points listed in HCO PL 29 Feb. 84,  
COMPUTER ETHICS POINTS:

1. Misfiling in a computer.
2. Not filing in a computer.
3. Putting false data into a computer.
4. Making corrections to something and invalidating the data in a computer.
5. Failing to keep a computer clean and in repair.
6. Running a computer without fully checking out and star-rating on it.
7. Permitting unauthorized access to a computer.
8. Allowing dampness and/or magnetic fields in the vicinity of a computer.
9. Not using a computer once it is installed.
10. Pretending difficulties with a computer that do not exist.
11. Failure to recruit competent people to run a computer.

Creating problems in the implementation of orders.

Using policy to create problems.

Crimes are punished by convening Courts of Ethics or Committees of Evidence and may not be handled by direct discipline. Crimes may result in suspension of certificates, classifications or awards, reduction of post, or even dismissal or arrest when the crime clearly warrants it. But such penalties may not be assigned by direct discipline. Certificates, classifications or awards may not be cancelled for a crime.

4. *High Crimes.* These consist of publicly departing Scientology or committing suppressive acts.

Cancellation of certificates, classifications and awards are amongst the penalties which can be leveled for this type of offense as well as those recommended by Committees of Evidence.

A reward system for merit and good performance also exists.

L. RON HUBBARD  
Founder

Revision assisted by  
LRH Technical Research  
and Compilations

**Exhibit 7 - HCOPL2 Nov 1982 CONDITIONS  
HANDLINGS and HCOPL 3 Aug 1985  
COMPLETING CONDITIONS FORMULAS**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 3 AUGUST 1985

Remimeo  
Ethics Hats  
Exec Hats  
OEC

(Reissued 13 Dec. 96 to correct transcription errors  
and delete reference to HCO PL 22 Mar. 85, FULL  
DANGER CONDITION HANDLING which has  
been cancelled.)

COMPLETING CONDITIONS FORMULAS

*Refs:*

HCO PL 2 Nov. 82  
HCO PL 28 Sept. 82

CONDITIONS HANDLINGS  
THE BASICS OF STATISTICS  
AND MANAGEMENT

The ethics conditions formulas flow, one to the next, with the first step of one formula directly following the final step of the previous formula.

But what do you do if your stat graph indicates you've moved up a condition before you even have a chance to finish a formula? Do you just drop that formula and start on the next one? The answer is "NO." One completes the formula he has begun.

I'll give you an example. An ED in looking over his stats sees that they are in Emergency. He immediately sees to it that the PROMOTE step of the Emergency Formula is begun. Once that is well in hand, he begins to CHANGE HIS OPERATING BASIS. He gets Reges onto daily drilling and puts three new auditors into his HGC.

But before he has a chance to do each of the remaining steps of the Emergency Formula, the income and delivery statistics move up into Normal Operation.

What does he do? Well, he is now in a condition of Normal by stats. But the Normal Formula would also cause him to complete the Emergency Formula, because in the Normal Formula you drop out what is unsuccessful and you push what was successful; what was successful here was the Emergency Formula. Thus, this ED can get continued improvement on the graph by *completing* the Emergency Formula, as the actions on the Emergency Formula are what got him to Normal so quickly. So he would push them until they were completed fully. This doesn't mean he is still in an Emergency condition—the stats are now rising and the condition *is* Normal. It's a bit of an oddball thing.

As another example, suppose someone is doing a Junior Danger Formula (per HCO PL 9 Apr. 72R, CORRECT DANGER CONDITION HANDLING). The person goes step by step through the procedure and writes up his or her overts and withholds and any known out-ethics situation, receives a Trouble Area

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  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 NOVEMBER 1982

Remimeo  
All Orgs and  
Missions  
All Staff

**CONDITIONS HANDLINGS**

*Refs:*

HCO PL 23 Sept. 67	NEW POST FORMULA
	THE CONDITIONS FORMULAS
HCO PL 8 Nov. 75	NON-EXISTENCE FORMULA EXPANDED
HCO PL 9 Apr. 72R	CORRECT DANGER CONDITION
Rev. 1.12.79	HANDLING
HCO PL 6 Oct. 67R	CONDITIONS OF LIABILITY
Rev. 25.9.77	AND DOUBT
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	CONDITION BELOW TREASON
Rev. 17.2.80	CONFUSION FORMULA AND
	EXPANDED CONFUSION FORMULA
HCO PL 27 Aug. 82	VITAL DATA: POWER AND
	AFFLUENCE CONDITIONS
HCO PL 28 Sept. 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 doingnesses, 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 battle plan 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 battle plan. Other battle plan targets would also be included but the weekly condition handling steps were always a part of it. This brought good results statisticwise.

When she ceased to do this and began simply battle planning 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.

## **FALSE DATA**

False data can also cause a hang-up on the Doubt Formula.

In one case a person who couldn't get through Doubt was found to be PTS to someone from an earlier group he'd been in. This SP had fed him a bunch of false data on the tech of doing his post and on what the purpose of his post was. In present time he was still stuck with this suppressive false data—it was part of his PTSness. In addition to the usual de-PTSing actions done, the false data was cleaned up and he was then able to get through Doubt.

## **HANDLING**

On somebody who hangs up at Doubt, the Ethics Officer or whoever is handling him should check for a PTS condition or false data.

It can be one or the other or both.

A PTS condition is of course located and handled as per the existing materials on PTS tech.

Getting rid of the guy's false data would have to be done by someone that had checked out on the HCOB on it (HCOB 7 Aug. 79, FALSE DATA STRIPPING).

## **RESULTS**

When the ethics conditions formulas are correctly and standardly applied, the results can be nothing short of miraculous.

With this discovery you'll get the results smoother and faster.

Use it.

**L. RON HUBBARD**  
Founder

**Exhibit 8 - HCOPL 6 Oct 1967 CONDITIONS OF  
LIABILITY AND DOUBT**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 6 OCTOBER 1967R

Remimeo

Issue II

REVISED 25 SEPTEMBER 1977

**CONDITIONS OF LIABILITY AND DOUBT**

Below Non-Existence there is the condition of Liability. The being has ceased to be simply nonexistent as a team member and has taken on the color of an enemy.

It is assigned where careless or malicious and knowing damage is caused to projects, orgs or activities. It is adjudicated that it is malicious and knowing because orders have been published against it or because it is contrary to the intentions and actions of the remainder of the team or the purpose of the project or org.

It is a *liability* to have such a person unwatched as the person may do or continue to do things to stop or impede the forward progress of the project or org and such a person cannot be trusted. No discipline or the assignment of conditions above it has been of any avail. The person has just kept on messing it up.

The condition is usually assigned when several Dangers and Non-Existences have been assigned or when a long unchanged pattern of conduct has been detected.

When all others are looking for the reason mail is getting lost, such a being would keep on losing the mail covertly.

The condition is assigned for the benefit of others so they won't get tripped up trusting the person in any way.

The formula of Liability is:

1. Decide who are one's friends.
2. Deliver an effective blow to the enemies of the group one has been pretending to be part of despite personal danger.
3. Make up the damage one has done by personal contribution far beyond the ordinary demands of a group member.
4. Apply for reentry to the group by asking the permission of each member of it to rejoin and rejoining only by majority permission, and if refused, repeating (2) and (3) and (4) until one is allowed to be a group member again.

## CONDITION OF DOUBT

When one cannot make up one's mind as to an individual, a group, org or project, a condition of Doubt exists.

The formula is:

1. Inform oneself honestly of the actual intentions and activities of that group, project or org, brushing aside all bias and rumor.
2. Examine the statistics of the individual, group, project or org.
3. Decide on the basis of "the greatest good for the greatest number of dynamics" whether or not it should be attacked, harmed or suppressed or helped.
4. Evaluate oneself or one's own group, project or org as to intentions and objectives.
5. Evaluate one's own or one's group, project or org's statistics.
6. Join or remain in or befriend the one which progresses toward the greatest good for the greatest number of dynamics and announce the fact publicly to both sides.
7. Do everything possible to improve the actions and statistics of the person, group, project or org one has remained in or joined.
8. Suffer on up through the conditions in the new group if one has changed sides, or the conditions of the group one has remained in if wavering from it has lowered one's status.

L. RON HUBBARD  
Founder

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 MARCH 1968

Remimeo

The following is the corrected table of conditions:

Power  
Power Change  
Affluence  
Normal Operation  
Emergency  
Danger  
Non-Existence  
Liability  
Doubt  
Enemy

Treason (below Enemy) is defined as betrayal after trust. Formerly was differently placed and defined as accepting money.

L. RON HUBBARD  
Founder

**Exhibit 9 - HCOPL 7 Feb 1965 KEEPING  
SCIENTOLOGY WORKING**

HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 FEBRUARY 1965

Remimeo  
Sthil Students  
Assoc/Org Sec Hat  
HCO Sec Hat  
Case Sup Hat  
Ds of P Hat  
Ds of T Hat  
Staff Member Hat  
Missions

*Keeping Scientology Working Series 1*

*Note:* Neglect of this PL has caused great hardship on staffs, has cost countless millions and made it necessary in 1970 to engage in an all-out international effort to restore basic Scientology over the world. Within 5 years after the issue of this PL, with me off the lines, violation had almost destroyed orgs. "Quickie grades" entered in and denied gain to tens of thousands of cases. Therefore actions which neglect or violate this policy letter are HIGH CRIMES resulting in Comm Evs on ADMINISTRATORS and EXECUTIVES. It is not "entirely a tech matter" as its neglect destroys orgs and caused a 2-year slump. IT IS THE BUSINESS OF EVERY STAFF MEMBER to enforce it.

**SPECIAL MESSAGE**

THE FOLLOWING POLICY LETTER MEANS WHAT IT SAYS.

IT WAS TRUE IN 1965 WHEN I WROTE IT. IT WAS TRUE IN 1970 WHEN I HAD IT REISSUED. I AM REISSUING IT NOW, IN 1980, TO AVOID AGAIN SLIPPING BACK INTO A PERIOD OF OMITTED AND QUICKIED FUNDAMENTAL GRADE CHART ACTIONS ON CASES, THEREBY DENYING GAINS AND THREATENING THE VIABILITY OF SCIENTOLOGY AND OF ORGS. SCIENTOLOGY WILL KEEP WORKING ONLY AS LONG AS YOU DO YOUR PART TO KEEP IT WORKING BY APPLYING THIS POLICY LETTER.

WHAT I SAY IN THESE PAGES HAS ALWAYS BEEN TRUE, IT HOLDS TRUE TODAY, IT WILL STILL HOLD TRUE IN THE YEAR 2000 AND IT WILL CONTINUE TO HOLD TRUE FROM THERE ON OUT.

NO MATTER WHERE YOU ARE IN SCIENTOLOGY, ON STAFF OR NOT, THIS POLICY LETTER HAS SOMETHING TO DO WITH YOU.

**ALL LEVELS**

**KEEPING SCIENTOLOGY WORKING**

HCO Sec or Communicator hat check  
on all personnel and all new personnel as taken on.

We have some time since passed the point of achieving uniformly workable

The only thing now is getting the technology applied.

If you can't get the technology applied then you can't deliver what's promised. It's as simple as that. If you can get the technology applied you *can* deliver what's promised.

The only thing you can be upbraided for by students or pcs is "no results." Trouble spots occur only where there are "no results." Attacks from governments or monopolies occur only where there are "no results" or "bad results."

Therefore the road before Scientology is clear and its ultimate success is assured *if* the technology is applied.

So it is the task of the Assoc or Org Sec, the HCO Sec, the Case Supervisor, the D of P, the D of T and all staff members to get the correct technology applied.

Getting the correct technology applied consists of:

**One: Having the correct technology.**

**Two: Knowing the technology.**

**Three: Knowing it is correct.**

**Four: Teaching correctly the correct technology.**

**Five: Applying the technology.**

**Six: Seeing that the technology is correctly applied.**

**Seven: Hammering out of existence incorrect technology.**

**Eight: Knocking out incorrect applications.**

**Nine: Closing the door on any possibility of incorrect technology.**

**Ten: Closing the door on incorrect application.**

One above has been done.

Two has been achieved by many.

Three is achieved by the individual applying the correct technology in a proper manner and observing that it works that way.

Four is being done daily successfully in most parts of the world.

Five is consistently accomplished daily.

Six is achieved by Instructors and Supervisors consistently.

Seven is done by a few but is a weak point.

Eight is not worked on hard enough.

Nine is impeded by the "reasonable" attitude of the not-quite-bright.

Ten is done with enough ferocity.

Seven, Eight, Nine and Ten are the only places Scientology can bog down in any area.

The reasons for this are not hard to find. (a) A weak certainty that it works in Three above can lead to weakness in Seven, Eight, Nine and Ten. (b) Further, the not-too-bright have a bad point on the button Self-Importance. (c) The lower the IQ, the more the individual is shut off from the fruits of observation. (d) The service faces of people make them defend themselves against anything they confront, good or bad, and seek to make it wrong. (e) The bank seeks to knock out the good and perpetuate the bad.

Thus, we as Scientologists and as an organization must be very alert to Seven, Eight, Nine and Ten.

In all the years I have been engaged in research I have kept my comm lines wide open for research data. I once had the idea that a group could evolve truth. A third of a century has thoroughly disabused me of that idea. Willing as I was to accept suggestions and data, only a handful of suggestions (less than twenty) had long-run value and *none* were major or basic; and when I did accept major or basic suggestions and used them, we went astray and I repented and eventually had to "eat crow."

On the other hand there have been thousands and thousands of suggestions and writings which if accepted and acted upon would have resulted in the complete destruction of all our work as well as the sanity of pcs. So I know what a group of people will do and how insane they will go in accepting unworkable "technology." By actual record the percentages are about twenty to 100,000 that a group of human beings will dream up bad technology to destroy good technology. As we could have gotten along without suggestions, then, we had better steel ourselves to continue to do so now that we have made it. This point will of course be attacked as "unpopular," "egotistical" and "undemocratic." It very well may be. But it is also a survival point. And I don't see that popular measures, self-abnegation and democracy have done anything for man but push him further into the mud. Currently, popularity endorses degraded novels, self-abnegation has filled the Southeast Asian jungles with stone idols and corpses, and democracy has given us inflation and income tax.

Our technology has not been discovered by a group. True, if the group had not supported me in many ways I could not have discovered it either. But it remains that if in its formative stages it was not discovered by a group, then group efforts, one can safely assume, will not add to it or successfully alter it in the future. I can only say this now that it is done. There remains, of course, group tabulation or coordination of what has been done, which will be valuable—only so long as it does not seek to alter basic principles and successful applications.

The contributions that were worthwhile in this period of forming the technology were help in the form of friendship, of defense, of organization, of dissemination, of application, of advices on results and of finance. These were great contributions and were and are appreciated. Many thousands contributed in this way and made us what we are. Discovery contribution was not however part of the broad picture.

We will not speculate here on why this was so or how I came to rise above the

devices would not have evolved Scientology but with wild dramatizations of the bank called "new ideas" would have wiped it out. Supporting this is the fact that man has never before evolved workable mental technology and emphasizing it is the vicious technology he *did* evolve—psychiatry, psychology, surgery, shock treatment, whips, duress, punishment, etc., ad infinitum.

So realize that we have climbed out of the mud by whatever good luck and good sense, and *refuse* to sink back into it again. See that Seven, Eight, Nine and Ten above are ruthlessly followed and we will never be stopped. Relax them, get reasonable about it and we will perish.

So far, while keeping myself in complete communication with all suggestions, I have not failed on Seven, Eight, Nine and Ten in areas I could supervise closely. But it's not good enough for just myself and a few others to work at this.

Whenever this control as per Seven, Eight, Nine and Ten has been relaxed, the whole organizational area has failed. Witness Elizabeth, NJ; Wichita; the early organizations and groups. They crashed only because I no longer did Seven, Eight, Nine and Ten. Then, when they were all messed up, you saw the obvious "reasons" for failure. But ahead of that they ceased to deliver and *that* involved them in other reasons.

The common denominator of a group is the reactive bank. Thetans without banks have different responses. They only have their banks in common. They agree then only on bank principles. Person to person the bank is identical. So constructive ideas are *individual* and seldom get broad agreement in a human group. An individual must rise *above* an avid craving for agreement from a humanoid group to get anything decent done. The bank-agreement has been what has made Earth a Hell—and if you were looking for Hell and found Earth, it would certainly serve. War, famine, agony and disease has been the lot of man. Right now the great governments of Earth have developed the means of frying every man, woman and child on the planet. That is bank. That is the result of Collective Thought Agreement. The decent, pleasant things on this planet come from *individual* actions and ideas that have somehow gotten by the Group Idea. For that matter look how we ourselves are attacked by "public opinion" media. Yet there is no more ethical group on this planet than ourselves.

Thus each one of us can rise above the domination of the bank and then, as a group of freed beings, achieve freedom and reason. It is only the aberrated group, the mob, that is destructive.

When you don't do Seven, Eight, Nine and Ten actively, you are working for the bank-dominated mob. For it will surely, surely (a) introduce incorrect technology and swear by it, (b) apply technology as incorrectly as possible, (c) open the door to any destructive idea and (d) encourage incorrect application.

It's the bank that says the group is all and the individual nothing. It's the bank that says we must fail.

So just don't play that game. Do Seven, Eight, Nine and Ten and you will knock

Here's an actual example in which a senior executive had to interfere because of a pc spin: A Case Supervisor told Instructor A to have Auditor B run Process X on Preclear C. Auditor B afterwards told Instructor A that "It didn't work." Instructor A was weak on Three above and didn't really believe in Seven, Eight, Nine and Ten. So Instructor A told the Case Supervisor "Process X didn't work on Preclear C." Now *this* strikes directly at each of One to Six above in Preclear C, Auditor B, Instructor A *and* the Case Supervisor. It opens the door to the introduction of "new technology" and to failure.

What happened here? Instructor A didn't jump down Auditor B's throat, that's all that happened. This is what he *should* have done: Grabbed the auditor's report and looked it over. When a higher executive on this case did so, she found what the Case Supervisor and the rest missed: that Process X *increased* Preclear C's TA to 25 TA divisions for the session but that near session end, Auditor B Qed-and-Aed with a cognition and abandoned Process X while it still gave high TA and went off running one of Auditor B's own manufacture which nearly spun Preclear C. Auditor B's IQ on examination turned out to be about 75. Instructor A was found to have huge ideas of how you must never invalidate anyone, even a lunatic. The Case Supervisor was found to be "too busy with admin to have any time for actual cases."

All right, there's an all too typical example. The *Instructor* should have done Seven, Eight, Nine and Ten. This would have begun this way. Auditor B: "That Process X didn't work." Instructor A: "What exactly did *you* do wrong?" Instant attack. "Where's your auditor's report for the session? Good. Look here, you were getting a lot of TA when you stopped Process X. What did you do?" Then the pc wouldn't have come close to a spin and all four of these would have retained their certainty.

In a year, I had four instances in *one* small group where the correct process recommended was reported not to have worked. But on review found that each one had: (a) increased the TA, (b) had been abandoned and (c) had been falsely reported as unworkable. Also, despite this abuse, in each of these four cases the recommended, correct process cracked the case, yet they were reported as *not having worked!*

Similar examples exist in instruction and these are all the more deadly as every time instruction in correct technology is flubbed, then the resulting error, uncorrected in the auditor, is perpetuated on every pc that auditor audits thereafter. So Seven, Eight, Nine and Ten are even more important in a course than in supervision of cases.

Here's an example: A rave recommendation is given a graduating student, "because he gets more TA on pcs than any other student on the course!" Figures of 435 TA divisions a session are reported. "Of course his Model Session is poor but it's just a knack he has" is also included in the recommendation. A careful review is undertaken because *nobody* at Levels 0 to IV is going to get that much TA on pcs. It is found that this student was never taught to read an E-Meter TA dial! And no Instructor observed his handling of a meter and it was not discovered that he "overcompensated" nervously, swinging the TA 2 or 3 divisions beyond where it needed to go to place the needle at "set." So everyone was about to throw away standard processes and Model Session because this one student "got such remarkable TA." They only read the reports and listened to the brags and never

gain, impeded by a rough Model Session and misworded processes. Thus, what was making the pcs win (actual Scientology) was hidden under a lot of departures and errors.

I recall one student who was squirreling on an Academy course and running a lot of offbeat whole track on other students after course hours. The Academy students were in a state of electrification on all these new experiences and weren't quickly brought under control, and the student himself never was given the works on Seven, Eight, Nine and Ten so they stuck. Subsequently, this student prevented another squirrel from being straightened out and his wife died of cancer resulting from physical abuse. A hard, tough Instructor at that moment could have salvaged two squirrels and saved the life of a girl. But no, students had a right to do whatever they pleased.

Squirreling (going off into weird practices or altering Scientology) only comes about from noncomprehension. Usually the noncomprehension is not of Scientology but some earlier contact with an offbeat humanoid practice which in its turn was not understood.

When people can't get results from *what they think* is standard practice, they can be counted upon to squirrel to some degree. The most trouble in the past two years came from orgs where an executive in each *could not* assimilate straight Scientology. Under instruction in Scientology they were unable to define terms or demonstrate examples of principles. And the orgs where they were got into plenty of trouble. And worse, it could not be straightened out easily because neither one of these people could or would duplicate instructions. Hence, a debacle resulted in two places, directly traced to failures of instruction earlier. So proper instruction is vital. The D of T and his Instructors and all Scientology Instructors must be merciless in getting Four, Seven, Eight, Nine and Ten into effective action. That one student, dumb and impossible though he may seem and of no use to anyone, may yet someday be the cause of untold upset because nobody was interested enough to make *sure* Scientology got home to him.

With what we know now, there is no student we enroll who cannot be properly trained. As an Instructor, one should be very alert to slow progress and should turn the sluggards inside out personally. No *system* will do it, only you or me with our sleeves rolled up can crack the back of bad studenting and we can only do it on an individual student, never on a whole class only. He's slow = something is awful wrong. Take *fast* action to correct it. Don't wait until next week. By then he's got other messes stuck to him. If you can't graduate them with their good sense appealed to and wisdom shining, graduate them in such a state of shock they'll have nightmares if they contemplate squirreling. Then experience will gradually bring about Three in them and they'll *know* better than to chase butterflies when they should be auditing.

When somebody enrolls, consider he or she has joined up for the duration of the universe—never permit an “open-minded” approach. If they're going to quit let them quit fast. If they enrolled, they're aboard, and if they're aboard, they're here on the same terms as the rest of us—win or die in the attempt. Never let them be half-minded about being Scientologists. The finest organizations in history have

dilettantes have ever made anything. It's a tough universe. The social veneer makes it seem mild. But only the tigers survive—and even *they* have a hard time. We'll survive because we are tough and are dedicated. When we *do* instruct somebody properly he becomes more and more tiger. When we instruct half-mindedly and are afraid to offend, scared to enforce, we don't make students into good Scientologists and that lets everybody down. When Mrs. Pattycake comes to us to be taught, turn that wandering doubt in her eye into a fixed, dedicated glare and she'll win and we'll all win. Humor her and we all die a little. The proper instruction attitude is, "You're here so you're a Scientologist. Now we're going to make you into an expert auditor no matter what happens. We'd rather have you dead than incapable."

Fit that into the economics of the situation and lack of adequate time and you see the cross we have to bear.

But we won't have to bear it forever. The bigger we get the more economics and time we will have to do our job. And the only things which can prevent us from getting that big fast are areas in from One to Ten. Keep those in mind and we'll be able to grow. Fast. And as we grow, our shackles will be less and less. Failing to keep One to Ten will make *us* grow less.

So the ogre which might eat us up is not the government or the High Priests. It's our possible failure to retain and practice our technology.

An Instructor or Supervisor or Executive *must* challenge with ferocity instances of "unworkability." They must uncover what *did* happen, what *was* run and what *was* done or not done.

If you have One and Two, you can only acquire Three for all by making sure of all the rest.

We're not playing some minor game in Scientology. It isn't cute or something to do for lack of something better.

The whole agonized future of this planet, every man, woman and child on it, and your own destiny for the next endless trillions of years depend on what you do here and now with and in Scientology.

This is a deadly serious activity. And if we miss getting out of the trap now, we may never again have another chance.

Remember, this is our first chance to do so in all the endless trillions of years of the past. Don't muff it now because it seems unpleasant or unsocial to do Seven, Eight, Nine and Ten.

Do them and we'll win.

**L. Ron Hubbard**  
Founder

**Exhibit 10 - “The Volunteer Minister’s Handbook,  
excerpt on acceptable truth**

# **The Volunteer Minister's Handbook**

by

**L. Ron Hubbard**

Handling truth is a touchy business also. You don't have to tell everything you know—that would jam the comm line too. Tell an *acceptable truth*.

Agreement with one's message is what PR is seeking to achieve. Thus the message must compare to the personal experience of the audience.

So PR becomes the technique of communicating an acceptable truth—and which will attain the desirable result.

If there's no chance of obtaining a desirable result and the truth would injure then talk about something else.

PR is employed to obtain a result desired by the PR and his group.

Or it is employed to cancel out the undesirable PR of others.

Thus there is offensive and defensive PR.

**Exhibit 11 - Excerpts from Dr. David Minkoff, M.D.  
Deposition**

IN THE CIRCUIT COURT OF THE THIRTEENTH JUDICIAL CIRCUIT  
OF THE STATE OF FLORIDA, IN AND FOR HILLSBOROUGH COUNTY  
GENERAL CIVIL DIVISION

DELL LIEBREICH, as Personal  
Representative of the  
ESTATE OF LISA McPHERSON,

Plaintiff,

vs.

CHURCH OF SCIENTOLOGY d/b/a  
CHURCH OF SCIENTOLOGY, FLAG  
SERVICE ORGNAIZATION, INC.,

Defendant.

Case No. 97-01235

Division H

DEPOSITION OF:

DAVID I. MINKOFF, M.D.

TAKEN:

Pursuant to Notice on  
behalf of Plaintiff

DATE:

October 22, 1997

TIME:

10:00 A.M. to 2:00 P.M.  
(Actual: 10:15 to 2:00)

PLACE:

100 South Ashley Drive  
Suite 1300  
Tampa, Florida

REPORTER:

CARLA S. RAAB  
Court Reporter  
Notary Public  
State of Florida at Large

ORIGINAL

## 1 APPEARANCES:

2 KENNAN GEORGE DANDAR, ESQUIRE  
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Attorney for Gloria Cruz

ALSO PRESENT: Ben Shaw, Church of Scientology  
Rick Spector, Videographer



1 attorney may have talked about?

2 A Nothing. Got the papers ready for you.

3 Looked over the emergency room record. That was it. I  
4 did that this morning right before we came here.

5 Q Now, you're licensed as a medical doctor  
6 rather than an osteopath, correct?

7 A Correct.

8 Q Okay. Do you ever see any conflicts between  
9 being a medical doctor and the techs or bulletins of  
10 Scientology?

11 A No. I've been doing both for 20 years almost.

12 Q Have you been drilled by any member of OSA for  
13 preparing for your deposition?

14 A Never.

15 Q Have you ever heard of people being drilled by  
16 OSA to prepare them for deposition?

17 A Never.

18 Q Have you been coached by OSA for your  
19 deposition?

20 A Never.

21 Q What does it mean in Scientology, quote, the  
22 greatest good for the greatest number?

23 A Well, what it means is that the action a  
24 person takes should take into consideration themselves,  
25 others and the environment so that the wisest decision



1 can be made that will benefit all for the best.

2 Q What does "clearing the planet" mean?

3 A It means that it's the hope that if all the  
4 collective reactive minds that are on this planet were  
5 handled so that the people were clear, it would be a  
6 healthy and safe place to be.

7 Q Is it unusual for you to learn that Lisa  
8 McPherson had just gone clear in September or October of  
9 1995 and then gone through ethics handling and  
10 experienced the psychotic break?

11 A Yes.

12 MS. VAUGHAN: Objection to form.

13 Q (By Mr. Dandar) Why is that unusual?

14 A Never heard of it before.

15 Q What is more important, clearing the planet or  
16 your practice of medicine?

17 A They're not in conflict. They're actually  
18 both on the same purpose.

19 Q In Scientology what does the word "overt"  
20 mean?

21 A Overt means transgression against another,  
22 either something you did that you shouldn't have done or  
23 something you didn't do that you should have done.  
24 Involves good for both people.

25 Q So it involves another person?



1           A     You can have an overt against yourself. Smoke  
2 a cigarette; that's an overt against yourself.

3           Q     Now, is that your opinion or is that in  
4 Scientology? Does Scinetology say you shouldn't smoke?

5           A     No, no. But if you take what the definition  
6 of an overt is and you just apply it to yourself, that  
7 would be an overt against yourself because it's harmful  
8 to yourself.

9           Q     Okay. When is lying an overt?

10          A     Probably when it does the most harm to the  
11 most number of dynamics.

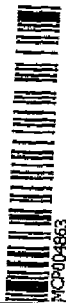
12          Q     And when is lying not an overt?

13          A     The opposite; when it's the greatest good for  
14 the greatest number of dynamics.

15          Q     So then lying is permissible?

16          A     Well, it's -- if you look at ethics in the  
17 context of society -- I mean, I don't think lying is  
18 right. Lying isn't good. It's almost like saying it's  
19 a sin to kill. Did people sin in World War II when they  
20 killed people who were trying to harm them? And I would  
21 say no.

22                 So if you ask me is lying a sin or an overt, I  
23 would basically say yes. If I had to lie because you  
24 were threatening me physically to hurt me and it was the  
25 only way I could do it to save myself, would that be an



1 overt? No.

2 So it's -- ethics is a relative philosophy.  
3 It's not -- I don't believe that it's a carved-in-stone  
4 always this, always that.

5 Q What is a withhold?

6 A A withhold is an overt that you've done that  
7 you've been reminded of by something else.

8 Q By something else or someone else?

9 A Something or someone.

10 Q And when is a withhold okay?

11 A Well, withholds really aren't ever okay  
12 because they're damaging to the person who has them.  
13 People get sick because they have withholds.

14 Q What is an, quote, acceptable truth?

15 A One that works.

16 Q Did you ever read a policy where Hubbard talks  
17 about that?

18 A Probably, but I can't remember what it says.

19 Q When is an acceptable truth okay?

20 A When it works. When it's ethical. When it  
21 does the best good for the most number of people.

22 Q What books by Hubbard have you read?

23 A Most of 'em.

24 Q Most, okay. Have you taken most of the  
25 courses?



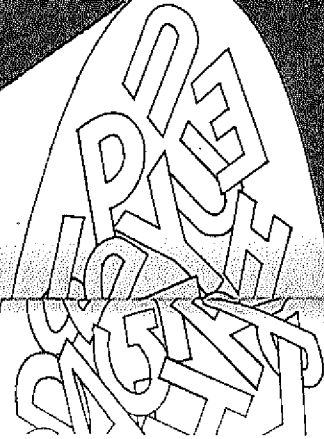
**Exhibit 12 - . Modern Management Technology  
Defined, p. 243**

# MODERN MANAGEMENT TECHNOLOGY DEFINED

HUBBARD DICTIONARY  
OF  
ADMINISTRATION  
AND  
MANAGEMENT

*by*

L. Ron  
Hubbard



# H

**HAA (CLEARING) COURSE**, purpose: to train HPA students to clear and to clear HPA students. To make the best auditors in the world. (HCO London, 9 Jan 58)



Halftone

**HALFTONE**, means having shades of grey as in a photograph. Photographs are printed by photographing them through a screen and reducing

them to a pattern of dots. (Dissem Div Advice Ltr 1 Apr 70)

**HALO EFFECT**, the effect produced when an interviewer concentrates on or favors a good trait of a candidate but does not focus on the less desirable traits of the candidate.

**HANDLE**, 1. finish off, complete, end cycle on. Service and handling are the same thing. When you give service, you handle. Part of handling cases is handle N-O-W! One way or another, one gets the preclear handled. (HCOB 15 Jan 70 II) 2. to control, direct. Handle implies directing an acquired skill to the accomplishment of immediate ends. (HCO PL 23 Oct 65)

**HANDLE IT**, finish it off so that is the end of it. (HCO PL 4 May 68)

**HANDLE THE HELL OUT OF IT**, a new policy in December, 1971. It began to overcome the tendency to handle weakly and effective handlings began to occur. (OODs 15 Sept 72)

**HANDLING**, the definition of handling comes under the policy of "handle the hell out of it." Anything fully handled needs no further care or attention from anyone. Weak handling like half-done targets creates repeating emergencies. (FO 3195)

**HAPPINESS**, 1. is not itself an emotion. It is a word which states a condition, and the anatomy of that condition is interest. Happiness, you could say, is the overcoming of not unknowable obstacles toward a known goal. (8ACC-4, 5410C06) 2. comes from self-determinism, production and pride.

## **Exhibit 13 - HCOPL 20 Oct 81R PTS Type A Handling**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 5 APRIL 1972RD

Revised 10 September 1983

Remimeo  
HCO Area  
Sec Hat  
Dir I&R Hat  
E/O Hat  
PTS/SP  
Checksheet  
Tech  
Qual

**PTS TYPE A HANDLING**

(Cancels and replaces HCO PL 20 Oct. 81R, PTS TYPE A HANDLING.  
Cancels HCO PL 15 Nov. 68, CANCELLATION OF DISCONNECTION.)

THIS HANDLING IS DONE BY THE ETHICS OFFICER OF AN ORG OR THE HAS  
OR IN THEIR ABSENCE BY THE QUAL SEC.

It is actually an interview with the suspected PTS person. It is often done on an  
E-Meter to assist the verification of data. See also:

HCOB	10 Aug. 73	PTS HANDLING
HCOB	24 Apr. 72 I	C/S Series 79
		ExDn Series 5
		PTS INTERVIEWS
HCOB	24 Nov. 65	SEARCH AND DISCOVERY
Book: <i>The Problems of Work</i>		Chapter 6, "Affinity, Reality and Communication"
HCOB	31 Dec. 78RB	OUTLINE OF PTS HANDLING
	Rev. 28.10.2000	
HCOB	31 Dec. 78RA II	EDUCATING THE POTENTIAL TROUBLE
	Rev. 21.3.89	SOURCE, THE FIRST STEP TOWARD HANDLING: PTS C/S-1
HCOB	10 Sept. 83	PTSness AND DISCONNECTION
HCOB	8 Mar. 83	HANDLING PTS SITUATIONS
HCO PL	23 Dec. 65RB	SUPPRESSIVE ACTS, SUPPRESSION OF
	Rev. 8.1.91	SCIENTOLOGY AND SCIENTOLOGISTS

If a PTS situation actually exists, the interview must result in a written program  
agreed upon by the person, with copies to the person and to his ethics file.

As the person does the steps of the program, he reports their accomplishment  
to the org officer who interviewed him.

If the person fails to do the program or the program results in no real change in the  
situation, the interviewing officer must investigate thoroughly to find out what the  
person is doing instead of the program and check for any communication he may have  
sent which continued the upset, and get this corrected at once. He must also ensure the  
PTS A person is handling the correct antagonistic person. (Example: PTS person Jones  
was coming from Smith, whereas Smith's upset is

being kept alive by Smith's associate, Doakes, who has disagreements with and/or misunderstands on Scientology.)

If the handling program is drawn up standardly and yet the person is sour on it or "doesn't want to do the handling" or never seems to quite get around to doing the program, then the Ethics Officer would suspect that either:

- a. A wrong item had been found, which would require an L4BRB done by an auditor in session to handle. (Refs: HCOB 24 Nov. 65, SEARCH AND DISCOVERY, and tape 6510C14, "Briefing of Review Auditors")
- b. The program had been misimplemented (the pc didn't really understand what he was to do, was miscoached on the steps of the handling, or he "did the handling" in such a way as to create further antagonism rather than ease it) requiring a thorough review of the situation and handling of whatever is found. (Refs: HCOB 8 Mar. 83, HANDLING PTS SITUATIONS; HCOB 24 Apr. 72 I, C/S Series 79, ExDn Series 5, PTS INTERVIEWS; HCOB 24 Nov. 65, SEARCH AND DISCOVERY)

If (a) and (b) above have been *thoroughly* checked into by the Ethics Officer to ensure that any nonstandard application has been corrected and there is *still* no change in the situation (i.e., the antagonism and upset continue), the PTS person would then disconnect. And if the person does need to disconnect, the HCOB 10 Sept. 83, PTSness AND DISCONNECTION, must be followed exactly.

Fortunately, standard PTS Type A handling does handle the majority of these situations. When disconnection *is* required, very often that is enough to handle the PTSness.

Should the condition persist, however, then the interviewing officer must require the person to have auditing on the subject (a PTS Rundown given by a qualified auditor in the HGC).

If, after a PTS Rundown the person feels fine but the persons suppressing him are still making trouble, then the Ethics Officer must require the person to have a SUPPRESSED PERSON RUNDOWN.

The first step of any interview must be the balance of this policy letter, clearing up any misunderstood words or definitions in it and making certain the person knows what "PTS" really means.

Part of any handling may include the person being required to take a course that is usually called "The PTS/SP Checksheet."

But in any case and in any handling, one cannot permit the person to go on being PTS, as it can ruin his life.

#### DEFINITION

Per HCO PL of 27 Oct. 64R, POLICIES ON PHYSICAL HEALING, INSANITY AND SOURCES OF TROUBLE, a PTS (meaning potential trouble source) Type A is a person "... intimately connected with persons (such as marital or familial ties) of known antagonism to mental or spiritual treatment or Scientology. In practice such persons, ... in a friendly fashion, have such procedure

continually brought to bear upon them by persons with undue influence over them that they make very poor gains in processing, and their interest is solely devoted to proving the antagonistic element wrong."

### **A SOURCE OF TROUBLE**

Such persons with antagonistic family members are a source of trouble to Scientology because their family members are not inactive. In fact, from direct experience with inquiry after inquiry into Scientology, it has been found that those who have created the conditions which brought about the inquiry in the first place and those who testified before same have been the wives, husbands, mothers, fathers, brothers, sisters or grandparents of some Scientologist. Their testimony has been full of such statements as "My son completely changed after he went into Scientology—he no longer was respectful to me." "My daughter gave up a wonderful career as a hairdresser to go into Scientology." "My sister got these funny staring eyes the way all Scientologists have."

Their testimony was illogical and their descriptions of what occurred were untrue, but the point of the matter is that such persons DID cause Scientology, Scientology orgs and fellow Scientologists a great deal of trouble and difficulty.

### **DON'T CREATE ANTAGONISM**

Many Scientologists in their misunderstanding and misapplication of Scientology create the conditions that bring about the antagonism in the first place. A few illustrations of how this is done are as follows:

Scientologist to mother: "I now know where you are on the Tone Scale—1.1. Boy, are you sneaky!" (Evaluation and invalidation)

Father to Scientologist: "Now, I don't want you to borrow the car again without my permission. I have told you time and time . . ." Scientologist to father: "OKAY! FINE! OKAY! GOOD! THANK YOU! I GOT THAT!" (Not an acknowledgment but an effort to shut up the father.)

Scientologist to older brother: "You murdered me in a past life, you dirty dog!" (Evaluation and invalidation)

Mother to Scientologist: "Whatever are you doing?" Scientologist to mother: "I'm trying to confront your dreadful bank." (Invalidation)

There are so many ways to misuse tech and to invalidate and evaluate for others in a destructive fashion to bring about bypassed charge, ARC breaks and upset that they cannot all be possibly listed. The idea is NOT to do so. Why create trouble for yourself and for your fellow Scientologists, as nothing will have been gained but ill will?

### **THE WHY**

PTS. Further, as per HCO PL 27 Oct. 64R, POLICIES ON PHYSICAL HEALING, INSANITY AND SOURCES OF TROUBLE, a PTS may not be trained.

This means that a person who is PTS may not receive processing or training while PTS and it also means that they had better do something to handle their condition.

In the original (now reinstated) policy, the PTS individual was required to handle or disconnect before he or she could continue with training or processing. Many took the easy course and merely disconnected "temporarily" for the time of their training or processing and so they did not in actual fact *handle* the condition in their lives which was upsetting them as Scientologists. In some cases, there was a misapplication of the tech, as their situations *were* totally handleable with the use of simple Scientology basics. (Ref: HCOB 10 Sept. 83, PTSness AND DISCONNECTION)

Now a very workable system for handling PTS Type A situations has been developed, as covered in this policy letter, in HCOB 10 Aug. 73, PTS HANDLING; HCOB 8 Mar. 83, HANDLING PTS SITUATIONS; and in HCOB 31 Dec. 78RB I, OUTLINE OF PTS HANDLING.

Following the steps given in these issues and making full use of all bulletins and policies on the subject of PTS handling will ensure situations get terminatedly handled.

Each PTS individual should, as one step of his handling, report to Ethics and, with the assistance of Ethics, find a Why as to his familial antagonism and then set about actually handling the situation. The Why could be that his parents wanted him to be a lawyer and so blame Scientology that he is not one, rather than the fact that he flunked out of law school and couldn't stand the thought of being a lawyer!

Or perhaps the Why is that the Scientologist keeps writing her parents for money or the Why could be that the mother has just read an entheta newspaper article.

In any case, the Why should be found and the PTS individual should then do whatever is necessary to handle.

## HANDLING

The person who is PTS should be declared as such by Ethics and should not receive Scientology training or processing until the situation has been handled. (The exception to this is a full PTS Rundown done in the HGC.)

The handling could be as simple as writing to one's father and saying, "I do not complain that you are a janitor, please do not complain that I am a Scientologist. The important thing is that I am your son and that I love and respect you. I know you love me, but please learn to respect me as an adult individual who knows what he wants in life." Or it could be as follows: "I am writing to you, Daddy, because Mother keeps sending me these dreadful newspaper clippings and they are upsetting to me because I know they are not true. You do not do this and so it is

**Exhibit 14 - HCOB 10 Sept 1983 PTSness and  
Disconnection**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO BULLETIN OF 10 SEPTEMBER 1983

Remimeo  
HCOs  
E/O Hats  
MAA Hats  
Tech  
Qual  
All Staff  
PTS/SP Course

## PTSness AND DISCONNECTION

*Refs:*

Tape:	6505C18	"Organization and Ethics"
Tape:	6506C08	"Handling the PTS"
HCO PL	7 Mar. 65RA I Rev. 10.9.83	SUPPRESSIVE ACTS, SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS
Tape:	6608C02	"Suppressives and GAEs"
Tape:	6608C25	"The Antisocial Personality"
HCOB	27 Sept. 66	THE ANTISOCIAL PERSONALITY, THE ANTI-SCIENTOLOGIST
HCOB	24 Apr. 72	C/S Series 79 ExDn Series 5 PTS INTERVIEWS
HCO PL	3 May 72R Rev. 18.12.77	Exec Series 12 ETHICS AND EXECUTIVES
HCOB	10 Aug. 73	PTS HANDLING
HCOB	29 Dec. 78	THE SUPPRESSED PERSON RUNDOWN, A MAGICAL NEW RUNDOWN
HCOB	31 Dec. 78 I	OUTLINE OF PTS HANDLING
HCOB	31 Dec. 78 II	EDUCATING THE POTENTIAL TROUBLE SOURCE, THE FIRST STEP TOWARD HANDLING: PTS C/S-1
HCO PL	5 Apr. 72RD Rev. 10.9.83	PTS TYPE A HANDLING
HCOB	8 Mar. 83	HANDLING PTS SITUATIONS

## THEORY

Perhaps the most fundamental right of any being is the right to communicate. Without this freedom, other rights deteriorate.

Communication, however, is a two-way flow. If one has the right to communicate, then one must also have the right to not receive communication from another. It is this latter corollary of the right to communicate that gives us our right to privacy.

These rights are so basic that governments have written them into laws—witness the American Bill of Rights.

However, groups have always regulated these rights to one degree or another. For with the freedom to communicate come certain agreements and responsibilities.

An example of this is a marriage: In a monogamous society, the agreement is

having second dynamic relations with one's spouse and no one else. Thus, should wife Shirley establish a 2D type of communication line with someone other than her husband Pete, it is a violation of the agreement and postulates of the marriage. Pete has the right to insist that either this communication cease or that the marriage will cease.

### **HANDLE OR DISCONNECT**

In the HCOBs on PTS tech you'll see the phrase "handle or disconnect." It means simply that.

The term "handle" most commonly means, when used in relation to PTS tech, to smooth out a situation with another person by applying the tech of communication.

The term "disconnection" is defined as a self-determined decision made by an individual that he is not going to be connected to another. It is a severing of a communication line.

The basic principle of handle or disconnect exists in any group and ours is no different.

It is much like trying to deal with a criminal. If he will not handle, the society resorts to the only other solution: It "disconnects" the criminal from the society. In other words, they remove the guy from society and put him in a prison because he won't HANDLE his problem or otherwise cease to commit criminal acts against others.

It's the same sort of situation that husband Pete is faced with in the example mentioned above. The optimum solution is to handle the situation with wife Shirley and her violations of their group (marriage) agreements. But if Pete cannot handle the situation, he is left with no other choice but to disconnect (sever the marriage communication lines if only by separation). To do otherwise would be disastrous, for he is connected to someone antagonistic to the original agreements, postulates and responsibilities of the group (the marriage).

A Scientologist can become PTS by reason of being connected to someone that is antagonistic to Scientology or its tenets. In order to resolve the PTS condition he either HANDLES the other person's antagonism (as covered in the materials on PTS handling) or, as a last resort when all attempts to handle have failed, he disconnects from the person. He is simply exercising his right to communicate or not to communicate with a particular person.

With our tech of handle or disconnect, we are, in actual fact, doing nothing different than any society or group or marriage down through thousands of years.

### **LOST TECH**

Earlier, disconnection as a condition was cancelled. It had been abused by a few individuals who'd failed to handle situations which could have been handled and who lazily or criminally disconnected, thereby creating situations even worse than

Secondly, there were those who could survive only by living on our lines—they wanted to continue to be connected to Scientologists (see the HCOBs on the characteristics of an SP). Thus, they screamed to high heaven if anyone dared to apply the tech of “handle or disconnect.”

This put Scientologists at a disadvantage.

We cannot afford to deny Scientologists that basic freedom that is granted to everyone else: the right to choose whom one wishes to communicate with or not communicate with. It’s bad enough that there are governments trying, through the use of force, to prevent people from disconnecting from them (witness those who want to leave Russia but can’t!).

The bare fact is that disconnection is a vital tool in handling PTSness and can be very effective when used correctly.

Therefore, the tech of disconnection is hereby restored to use, in the hands of those persons thoroughly and standardly trained in PTS/SP tech.

### **HANDLING ANTAGONISTIC SOURCES**

In the great majority of cases, where a person has some family member or close associate who appears antagonistic to his getting better through Scientology, it is *not* really a matter of the antagonistic source wanting the PTS to not *get better*. It is most commonly a lack of correct information about Scientology that causes the problem or upset. In such a case, simply having the PTS disconnect would not help matters and would actually be a nonconfront of the situation. It is quite common that the PTS has a low confront on the terminal and situation. This isn’t hard to understand when one looks at these facts:

- a. To be PTS in the first place, the PTS must have committed overts against the antagonistic source; and
- b. When one has committed overts, his confront and responsibility drop.

When an Ethics Officer finds that a Scientologist is PTS to a family member, he does *not* recommend that the person disconnect from the antagonistic source. The E/O’s advice to the Scientologist is to *handle*.

The handling for such a situation is to educate him in the tech of PTSness and suppression, and then skillfully and firmly guide the PTS through the steps needed to restore good communication with the antagonistic source. This eventually dissolves the situation by bringing about an *understanding* on the part of the antagonistic source as to what Scientology is and why the PTS person is interested and involved in it. Of course, when this is accomplished you no longer have a PTS at all—and you may very well find a new Scientologist on your hands!

The actual steps and procedure of this sort of handling are well covered in the

## WHEN DISCONNECTION IS USED

An Ethics Officer can encounter a situation where someone is factually connected to a suppressive person, in present time. This is a person whose normal operating basis is one of making others smaller, less able, less powerful. He does not want anyone to get better, at all.

In truth, an SP is absolutely, completely terrified of anyone becoming more powerful.

In such an instance the PTS isn't going to get anywhere trying to "handle" the person. The answer is to sever the connection.

## HOW TO DISCONNECT

How a disconnection is done depends on the circumstances.

Example: The pc lives next door to, say, a psychiatric clinic and feels PTS due to this environment. The remedy is simple—the pc can move to another apartment in another location. He need not write any sort of "disconnection letter" to the psychiatric clinic. He simply changes his environment—which is, in effect, a disconnection from the suppressive environment.

Example: A pc is connected to a person or group that has been declared suppressive by HCO in a published Ethics Order. He should disconnect and, if he wants to inform the SP of the fact, he may write a letter of disconnection. Such a letter would be very straightforward. It would state the fact of the disconnection and the reason for it. It would not be misemotional or accusative, since this would only serve to stir up further antagonism. The letter would be inspected by the Ethics Officer before it was sent and copies kept for the PTS person's own ethics file and pc folder. No attempt would be made to establish communication with the declared SP "to clear matters up" or to seek to reform the SP. The SP's reform is strictly in the hands of HCO. The PTS simply disconnects.

Example: One discovers that an employee at his place of business is an SP—he steals money, drives away customers, wipes out other employees and will not correct no matter what you do. The handling is very simple—the PTS fires him and that's the end of it right there!

To fail or refuse to disconnect from a suppressive person not only denies the PTS case gain, it is also *supportive* of the suppressive—in itself a Suppressive Act. And it must be so labeled. (Ref: HCO PL 23 Dec. 65RA, SUPPRESSIVE ACTS, SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS)

## SUPPRESSED PERSON RUNDOWN

There is of course another technical way to handle PTSes and that is to get them through all problems they have had with the terminal involved and the PTSness will disappear (Ref: HCOB 29 Dec. 78, THE SUPPRESSED PERSON RUNDOWN, A MAGICAL NEW RUNDOWN). But it still requires that during the handling the

## **SUMMARY**

The technology of disconnection is essential in the handling of PTSes. It can and has saved lives and untold trouble and upset. It must be preserved and used correctly.

Nothing in this HCOB shall ever or under any circumstances justify any violations of the laws of the land. Any such offense shall subject the offender to penalties described by law as well as to ethics and justice actions.

**L. Ron Hubbard**  
Founder

## **Exhibit 15 - “Handling Psychotics at the FSO”**

BASE FLAG ORDER 458

7 July 1992

FSO  
Technical Personnel  
Qual Personnel  
Registrars  
Dept 3  
Security Personnel  
KOT

## HANDLING PSYCHOTICS AT THE FSO

(Taken from an LRH advice on the FSO.)

If a person comes onto registration lines who is psychotic and requires accompaniment and a ward and they have to hold the person in a motel room -- this type of pc is not to be on the FSO's lines. Most cases are technically handleable in a high-grade technical sphere such as is maintained at the FSO. But a plant who has come in to blow the place up or a person who comes in and tries to eat the telephone -- it is that level that we must discard.

~~Security plays a definite part in this. If a person comes into the lobby and starts to say, "Up with Communism and down with the workers of the world," or something of the sort, this is simply a Security matter and the person would be routed off the premises.~~

But generally these people are detected on the tech lines (Ref: HCO PL 28 Jan. 91 II, THE TECH ESTIMATE LINE).

Psychotics must not be accepted, but are to be gotten off the org's lines. They have usually been in the hands of psychiatrists and leave the organization open to failures.

L. RON HUBBARD  
Founder

Compilation assisted by  
LRH Technical Research  
and Compilations



**Exhibit 16 - HCOPL 23 December 1965 SUPPRESSIVE  
ACTS SUPPRESSION OF SCIENTOLOGY AND  
SCIENTOLOGISTS**

# HUBBARD COMMUNICATIONS OFFICE

Saint Hill Manor, East Grinstead, Sussex

## HCO POLICY LETTER OF 23 DECEMBER 1965RB

Revised 8 January 1991

Gen. Non-Remimeo

Post Public

Bulletin Board

All Orgs

All Missions

Int'l Justice Chief

Snr HCO Network

All HCOs

MAAs

Ethics Officers

HCO (DIVISION 1)

ETHICS

### SUPPRESSIVE ACTS

### SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS

*Refs:*

HCOB	10 Sept. 83	PTSness AND DISCONNECTION
Tape:	6505C18	"Organization and Ethics"
Tape:	6506C08	"Handling the PTS"
Tape:	6608C02	"Suppressives and GAEs"
Tape:	6608C25	"The Antisocial Personality"
HCOB	27 Sept. 66	THE ANTISOCIAL PERSONALITY THE ANTI-SCIENTOLOGIST
HCOB	24 Apr. 72	C/S Series 79 ExDn Series 5 PTS INTERVIEWS
HCOB	10 Aug. 73	PTS HANDLING
HCOB	31 Dec. 78RA I Rev. 26.7.86	OUTLINE OF PTS HANDLING
HCOB	31 Dec. 78RA II Rev. 21.3.89	EDUCATING THE POTENTIAL TROUBLE SOURCE, THE FIRST STEP TOWARD HANDLING: PTS C/S-1
HCO PL	5 Apr. 72RD Rev. 10.9.83	PTS TYPE A HANDLING
HCOB	8 Mar. 83	HANDLING PTS SITUATIONS
HCOB	17 Apr. 72R Rev. 20.12.83	C/S Series 76 C/Sing A PTS RUNDOWN

Due to the extreme urgency of our mission, I have worked to remove some of the fundamental barriers from our progress.

The chief stumbling block, huge above all others, is the upset we have with POTENTIAL TROUBLE SOURCES and their relationship to suppressive persons or groups.

A POTENTIAL TROUBLE SOURCE is defined as a person who while active in Scientology or a pc yet remains connected to a person or group that is a suppressive

A SUPPRESSIVE PERSON or GROUP is one that actively seeks to suppress or damage Scientology or a Scientologist by suppressive acts.

SUPPRESSIVE ACTS are acts calculated to impede or destroy Scientology or a Scientologist and which are listed at length in this policy letter.

A Scientologist caught in the situation of being in Scientology while still connected with a suppressive person or group is given a present time problem of sufficient magnitude to prevent case gain, as only a PTP can halt progress of a case. Only ARC breaks worsen it. To the PTP is added ARC breaks with the suppressive person or group. The result is no gain or deterioration of a case by reason of the suppressive connection in the environment. Any Scientologist, in his own experience, can probably recall some such cases and their subsequent upset.

Until the environment is handled, nothing beneficial can happen. Quite the contrary. In the most flagrant of such cases, the Scientologist's case worsened and the suppressive person or group sent endless distorted or false reports to press, police, authorities and the public in general.

Unless the potential trouble source, the preclear caught up in this, can be made to take action of an environmental nature to end the situation, one has a pc or Scientologist who may cave in or squirrel because of no case gain and also a hostile environment for Scientology.

This policy letter gives the means and provides the policy for getting the above situation handled.

A potential trouble source may receive no processing until the situation is handled.

Suppressive persons or groups relinquish their rights as Scientologists by their very actions and may not receive the benefits of the Codes of the Church.

The families and adherents of suppressive persons or groups may not receive processing. It does not matter whether they are or are not Scientologists. If the families or adherents of suppressive persons or groups are knowingly processed, any auditor doing so is guilty of a misdemeanor. (See HCO PL of 7 Mar. 65RA II, OFFENSES AND PENALTIES.)

A potential trouble source knowingly permitting himself or herself or the suppressive person to be processed without advising the auditor or Scientology authorities is guilty of a crime. (See HCO PL of 7 Mar. 65RA II, OFFENSES AND PENALTIES.)

### **SUPPRESSIVE ACTS**

Suppressive acts are defined as actions or omissions undertaken to knowingly suppress, reduce or impede Scientology or Scientologists.

Such suppressive acts include:

Sexual or sexually perverted conduct contrary to the well-being or good state of mind of a Scientologist in good standing or under the charge of Scientology, such as a student or a preclear.

Blackmail of Scientologists or Scientology organizations threatened or accomplished—in which case the crime being used for blackmail purposes becomes fully outside the reach of Ethics and is absolved by the fact of blackmail unless repeated.

Using the trademarks and service marks of Dianetics and Scientology without express permission or license from the owner of the marks or its authorized licensee.

Falsifying records.

Testifying or giving data against Scientology falsely or in generalities or without personal knowledge of the matters to which one testifies.

Organizing splinter groups to diverge from Scientology practices, still calling it Scientology or calling it something else.

Organizing a splinter group to use Scientology data or any part of it to distract people from standard Scientology.

Using Scientology (or perverted and alter-ised tech and calling it Scientology) harmfully so as to bring about disrepute to an org, group or Scientology itself.

Issuing alter-ised Scientology technical data or information or instructional or admin procedures, calling it Scientology or calling it something else to confuse or deceive people as to the true source, beliefs and practices of Scientology.

Unauthorized use of the materials of Dianetics and Scientology.

Holding, using, copying, printing or publishing confidential materials of Dianetics and Scientology without express permission or license from the author of the materials or his authorized licensee.

Falsely attributing or falsely representing oneself or others as source of Scientology or Dianetics technology; or using any position gained with staff and/or public to falsely attribute nonsource material to source or to falsely represent nonsource material as authorized Scientology or Dianetics technology.

Acts calculated to misuse, invalidate or alter-is legally or in any other way the trademarks and service marks of Dianetics and Scientology.

Intentional and unauthorized alteration of LRH technology, policy, issues or checksheets.

Developing and/or using squirrel processes and checksheets.

Knowingly giving testimony which is false, a generality or not based on personal knowledge to imperil a Scientologist.

Public disavowal of Scientology or Scientologists in good standing with Scientology organizations.

Public statements against Scientology or Scientologists but not to Committees of

Proposing, advising or voting for legislation or ordinances, rules or laws directed toward the suppression of Scientology.

Pronouncing Scientologists guilty of the practice of standard Scientology.

Testifying hostilely before state or public inquiries into Scientology to suppress it.

Reporting or threatening to report Scientology or Scientologists to civil authorities in an effort to suppress Scientology or Scientologists from practicing or receiving standard Scientology.

Bringing civil suit against any Scientology organization or Scientologist, including the nonpayment of bills or failure to refund, without first calling the matter to the attention of the International Justice Chief and receiving a reply.

Demanding the return of any or all fees paid for standard training or processing actually received or received in part and still available but undelivered only because of departure of the person demanding (the fees must be refunded but this policy applies).

Writing anti-Scientology letters to the press or giving anti-Scientology or anti-Scientologist data to the press.

Continued membership in a divergent group.

Continued adherence to a person or group pronounced a suppressive person or group by HCO.

Failure to handle or disavow and disconnect from a person demonstrably guilty of suppressive acts.

Being at the hire of anti-Scientology groups or persons.

Calling meetings of staffs or field auditors or the public to deliver Scientology into the hands of unauthorized persons or persons who will suppress it or alter it or who have no reputation for following standard lines and procedures.

Infiltrating a Scientology group or organization or staff to stir up discontent or protest at the instigation of hostile forces.

Mutiny.

Seeking to splinter off an area of Scientology and deny it properly constituted authority for personal profit, personal power or "to save the organization from the higher officers of Scientology."

Engaging in malicious rumormongering to destroy the authority or reputé of higher officers or the leading names of Scientology or to "safeguard" a position.

Delivering up the person of a Scientologist without justifiable defense or lawful protest to the demands of civil or criminal law.

Receiving money, favors or encouragement to suppress Scientology or Scientologists.

Using an org position or comm line to build up a private practice which reroutes org

Severe breach of ecclesiastical and/or fiduciary duty as an executive or corporate official of any Scientology or Dianetics organization which has resulted in severe harm, loss or disrepute for Scientology or the organization.

Using Scientology lines for personal profit in such a way as to cause disruption in the organization or to block the flow of public up the Bridge.

Using the mailing lists of Scientology or Dianetics organizations for personal profit or gain.

Employing org staff members to the detriment of the production or the establishment of the organization.

Providing an organization's preclear folders, ethics files, student files, accounts files, Central Files folders or Central Files lists or partial lists or Addresso lists or partial lists to any individual, group, organization, mission or other unit or agency for any reason or purpose, except those covered explicitly in existing Church policy; or to provide such files or lists to any individual, group, organization, mission or other unit or agency which is unauthorized by or in bad standing with the Mother Church.

Calculated efforts to disrupt Church services or the flow of public up the Bridge through the Churches.

Refusal to allow staff or public to progress up the Bridge or creating blocks on the Bridge preventing such progression.

Blatant and willful obstruction of Church operations or interference with Church contractual and other obligations to the detriment of Church expansion or activities.

Violation or neglect of any of the ten points of Keeping Scientology Working, as listed here:

One: Having the correct technology.

Two: Knowing the technology.

Three: Knowing it is correct.

Four: Teaching correctly the correct technology.

Five: Applying the technology.

Six: Seeing that the technology is correctly applied.

Seven: Hammering out of existence incorrect technology.

Eight: Knocking out incorrect applications.

Nine: Closing the door on any possibility of incorrect technology.

Ten: Closing the door on incorrect application.

Violations of any of the ten points listed below that are Technical Degrades:

2. Adding comments to checksheets or instructions labeling any material "background" or "not used now" or "old" or any similar action which will result in the student not knowing, using and applying the data in which he is being trained.
3. Employing after 1 Sept. 1970 any checksheet for any course not authorized by myself or the Authority, Verification and Correction Unit International (AVC Int).

(Hat checksheets may be authorized locally.)

4. Failing to strike from any checksheet remaining in use meanwhile any such comments as "historical," "background," "not used," "old," etc., or *verbally stating it to students*.
5. Permitting a pc to attest to more than one grade at a time on the pc's own determinism without hint or evaluation.
6. Running only one process for a lower grade between 0 to IV, where the grade end phenomena has not been attained.
7. Failing to use all processes for a level where the end phenomena has not been attained.
8. Boasting as to speed of delivery in a session, such as "I put in Grade 0 in three minutes." Etc.
9. Shortening time of application of auditing for financial or labor-saving considerations.
10. Acting in any way calculated to lose the technology of Dianetics and Scientology to use or impede its use or shorten its materials or its application.

Musical chairs (transfers of persons around an org) is *the single most destructive action to an org's stats*.

A stupid or suppressive person will tear up Division A to get personnel for Division B. These errors are of long duration, and they do more to destroy an org than any other action: (A) Making a hole in one place to remedy a hole in another, (B) Training a person for tech but not admin and putting him in admin, (C) Using the Technical Divisions as personnel pools from which to man other divisions, (D) Rapid shifts of post, (E) Leaving areas in an org unmanned. These personnel errors (or crimes) cause every staff member to suffer in terms of lowered income, lowered pay, lowered facilities, lowered success.

Noise, session interruption. Loud sudden noises, loud bursts of laughter, shouting, whistling, noisy conversation in the area of sessions. As such noises are interruptive of processing, persons making such are to be reported to Ethics. The following penalties will automatically accrue without recourse: One report will be a suspension of training for one week. Two reports will be declaration of the offender as a suppressive person.

Comm cycle additives. There are *no* additives permitted on the auditing comm

Ethics matter and if done habitually is a suppressive act, for it will wipe out all gain.

Withhold of vital information. Obstruction of vital technical or management information lines in such a way as to deny people tech data, prevent students and pcs moving up the Bridge, or obstructing the relay, disclosure or free distribution of vital information so as to prevent its arriving amongst the public and orgs in terms of results.

Informing fellow staff members and others that one is leaving staff. Where a person is secretly planning to leave and making private preparations to do so without informing the proper terminals in an org and does leave (blow) and does not return within a reasonable length of time, an automatic declare is to be issued. Should any monies or organizational property be found to be missing in consequence, action is to be taken on criminal charges.

The following policy violation is the highest crime in Tech or Qual:

Tolerating the absence of or not insisting upon star-rated checkouts on all processes and their immediate technology and on relevant policy letters on HGC interns or staff auditors in the Tech Division or staff auditors or interns in the Qual Division for the levels and actions they will use before permitting them to audit org pcs, and on Supervisors in Tech and Qual who instruct or examine or failing to insist upon this policy or preventing this policy from going into effect or minimizing the checkouts or lists.

Spreading false tales to invalidate Clears or spreading libelous and slanderous statements about the alleged behavior of Clears.

It is a high crime to cut the basic communication lines of Scientology. This includes instances where impedance or negligence denies adequate supply of technical materials to HGC or Qual auditors and to Dianetics or Scientology students.

Knowingly falsifying an auditing report in order to make oneself seem more competent than one is or to hide departures from the Case Supervisor or to omit vital data necessary to case supervising resulting in upsets to a case and time spent in investigation by seniors is actionable by Committee of Evidence, and if the matter is proven beyond reasonable doubt, a cancellation of all certificates and awards, a declare and expulsion order are mandatory.

Permitting in a course room any of the six out-ethics activities listed below is a Committee of Evidence offense, and Supervisors, Directors of Training, Technical Secretaries, Qualifications Secretaries or Ethics Officers so found guilty are subject to declare as a suppressive person.

1. Not mustering students in the morning, after lunch and after dinner, precisely on time, not noting absences and taking action.
2. Permitting students to talk to each other or wander around or take unscheduled breaks or goof off during course hours.
3. Permitting students to eat or smoke in the course room.
4. Permitting persons to come into the course room and bother students for

5. A Course Supervisor standing around or sitting at his desk not actively handling students who need help.
6. Not getting students through their course and graduated.

Any Case Supervisor case supervising for a level for which he has not been trained is subject to the suspension of all certificates and deprivation of all bonuses as well as refund of all bonuses ever obtained while case supervising, as a Case Supervisor, levels for which he has not been trained above or below his class. This does not limit the penalties which can be applied which can include declare and expulsion.

Any staff member who either verbally or by his actions threatens to crash or deliberately crashes his stats in order to avoid a legal or on-policy order or ethics action is to be instantly declared.

It is a high crime for any staff member to knowingly or unknowingly waste org book stocks or cause them to be wasted or tampered with.

It is further a high crime for a staff member, Bookstore Officer or executive to fail to take the necessary precautions for the protection and correct use of org book stocks.

It is a high crime to publicly depart Scientology.

Any repeated or continued violation of the five points of out study tech listed below, after two Courts of Ethics for violation of these points, subjects the person to a Committee of Evidence on the charge of committing an act or omission undertaken to knowingly suppress, reduce or impede Scientology or Scientologists, and if found guilty beyond reasonable doubt, the person may be declared suppressive and expelled with full penalties:

1. A person may be summoned to a Court of Ethics or Executive Court of Ethics if it be found that he has gone past a word he does not understand when receiving, hearing or reading an order, HCOB, policy letter or tape, any and all LRH written or printed materials including books, PABs, despatches, telexes and mimeo issues which resulted in a failure to do duties of his post, without his at once making an effective effort to clear the words on himself, whether he knew he was missing them or not, as the source of his inaction or damaging actions.

The charge is *neglecting to clarify words not understood*.

2. A staff member who does not use study tech or get it known while studying or instructing may be summoned to a Court of Ethics or an Executive Court of Ethics.

The charge is *failure to employ study tech*.

3. A student alter-ising or misadvising others on the use of study tech may be summoned before a Court of Ethics.

The charge is *advocating a misuse or neglect of proper study tech*.

4. An auditor failing to clear each and every word of every command or list used may be summoned before a Court of Ethics.

5. Any Public Division person, staff member or Scientologist found using terms, circumstances or data on raw public in public lectures or promotion or in PR beyond the public ability to grasp without stressing study tech or at once taking effective measures to clarify, or releasing materials broadly to a wrong public may be summoned to a Court of Ethics if any flap or upset results.

The charge is *failure to apply study tech in dissemination*.

To alter and pervert tech or procedure to prevent discovery of withholds is classified as a suppressive act. This enters many areas: changing or losing issues, issuing issues in Board Technical Bulletin (BTB) or Board Policy Letter (BPL) form that contain incorrect and misleading data, posting known criminals or incompetents to training posts, verbal tech or any action which would prevent tech from being known or correctly used.

Where proven beyond reasonable doubt that funds and business have been diverted from an org to its detriment, a declare order on those responsible is mandatory, and possible criminal prosecution may be undertaken.

Admitting a famous person or notable writer to higher-level processing who has not fully attained lower-level processing. This applies in particular to Power, Clearing Courses and OT Courses.

Failure to strenuously act to clean up an "ARC broken field" shall be deemed a high crime for an Executive Council.

It is a high crime to permit suppressive and PTS people in Publications Orgs or departments or in Department 16C (Division 6A, advertising) as these will starve both the public and the org.

Any executive issuing an order that certain HCO PLs or HCOBs are not to be followed, where this is proven beyond reasonable doubt, shall be considered as having committed a high crime, and this can carry the assignment of the condition of Treason for both the person issuing the order and the person who receives and executes it.

Any auditor seeing a rock slam on a preclear and failing to mark it down and report it is guilty of a high crime, as this injures society, the org and the person himself.

When a preclear has roller-coastered despite a floating needle at session end and at Examiner's and if neither Tech nor Qual makes any effort to remedy, then the matter becomes a high crime.

If red tags, per the Examiner's 24-hour rule, continue unhandled by Tech or Qual, the matter becomes a high crime.

It is a high crime for a Case Supervisor not to WRITE in a preclear's folder what the case supervised instructions are and a high crime for an auditor to accept verbal C/S instructions.

Word clearing any words on any test at any time is a high crime. It suppresses tech results and obscures them.

It is a high crime for a person to supervise a course who does not know, apply and

It is also a high crime for a Director of Training or a Tech Sec or an Esto to have anyone supervising without FULL USE OF STUDY TECH.

It is a Committee of Evidence offense for a Case Supervisor or auditor to C/S or accept for processing and process any illegal pc. (Ref: HCOB 6 Dec. 76RB, ILLEGAL PCs, ACCEPTANCE OF, HIGH CRIME BULLETIN)

Feeding the Clear cognition to any individual, evaluating for a pc on this subject or coaxing him to any cognition is criminal and a comm-evable offense. Clears are made through auditing, not by feeding cognitions to pcs.

Declaring a Dianetic Clear "achieved in other practices."

Falsely declaring someone Dianetic Clear who isn't and failing to declare one who made it on Dianetics or the Clearing Course or who has *always* been Clear.

It is a high crime for an executive to penalize auditors, C/Ses, Tech/Qual or Ethics Officers for following HCOBs or HCO PLs, especially when it is due to the executive's withholds. (It is also a high crime to falsely charge an executive with the above.)

Attempting to undermine or advising or encouraging or condoning the abandonment or reduction of use of the full technology of locating and handling overts, evil purposes, destructive intentions and nonsurvival considerations.

Neglecting, advising against the application of, failing to enforce or tolerating the omission of standard Word Clearing and star-rate checkouts on all new or newly revised HCO Policy Letters, as well as the key HCO PLs of the Basic Staff Member Hat and the key policies of the staff member's specific assigned post, by every staff member. In the Sea Organization this applies to LRH CBOs and Flag Orders as well as HCO Policy Letters.

Violation of any of the eleven points listed below which are Admin Degrades:

1. Abbreviating an official course in standard Scientology administrative policy so as to lose the full theory, administrative procedures and effectiveness of the subject.
2. Adding comments to the Org Exec Course or other administrative checksheets or instructions, policies or directives labeling any material "background" or "not used now" or "old" or "it doesn't need to be followed exactly," or any similar action which will result in the student not knowing, using and applying the standard administrative data in which he is being trained.
3. Employing any checksheet for any administrative course not authorized by the Authority, Verification and Correction Unit International (AVC Int) or, in the case of hat checksheets, duly authorized per HCO PL 30 Sept. 70 I, CHECKSHEET FORMAT.
4. Failing to strike from any administrative or hat checksheet any such comments as "historical," "background," "not used," "old," etc., or

5. Failing to hat and apprentice a staff member on the full policy and actions of his post.
6. Discouraging or preventing a staff member, administrator or executive from training on the full Org Exec Course and Flag Executive Briefing Course.
7. Failing to insist upon precise and exact application of the Data Series policy letters in investigations and evaluations.
8. Running any organization on squirrel "policy" or third dynamic administrative or management procedures that are contrary to approved policy.
9. Using any squirrel administrative procedure in managing an organization while falsely labeling it Scientology policy.
10. Using Scientology policy but calling it something else or attributing it to some other source.
11. Acting in any way calculated to lose standard Scientology policy to use or impede its use or shorten its materials or its application.

It is a high crime for anyone who has not fully and successfully completed the Hubbard Key to Life Course to supervise or otherwise administer this course to another or others.

Feeding a person the end phenomena of the Hubbard Key to Life Section 2B Clay Table Process is classified as a suppressive act, because it will probably harm his progress and hurt his chances. Penalties for doing so could include expulsion.

Forcing auditing on a pc when he is refusing or protesting it, rather than finding out why the pc doesn't want the auditing and straightening it out is using auditing suppressively. Any C/S or auditor guilty of this must be handled with group justice proceedings which would include a Comm Ev and could include a penalty of being declared suppressive and expelled from the Church.

Additionally, a crime, if severe and of magnitude, harmful to many and committed repeatedly, can be reclassified as a high crime. (See HCO PL 7 Mar. 65RA II, OFFENSES AND PENALTIES, for those actions which classify as crimes.)

Suppressive acts are clearly those covert or overt acts knowingly calculated to reduce or destroy the influence or activities of Scientology or prevent case gains or continued Scientology success and activity on the part of a Scientologist. As persons or groups that would do such a thing act out of self-interest only to the detriment of all others, they cannot be granted the rights ordinarily accorded rational beings.

If a person or a group that has committed a suppressive act comes to his, her or their senses and recants, his, her or their only terminal is the International Justice Chief, via the Continental Justice Chief, who:

- A. Tells the person or group to stop committing present time overts and to

- B. Requires a public announcement to the effect that they realize their actions were ignorant and unfounded and stating where possible the influences or motivations which caused them to attempt to suppress or attack Scientology; gets it signed before witnesses and published broadly, particularly to persons directly influenced or formerly associated with the former offender or offenders. The letter should be calculated to expose any conspiracy to suppress Scientology or the preclear or Scientologist if such existed;
- B1. Requires that all debts owed to Scientology organizations or missions are paid off;
- B2. May require that, subject to the approval of the International Justice Chief, an amends project suitable and commensurate with the severity and extent of the suppressive acts committed be completed before further A to E steps are undertaken;

Before any such amends project is begun, the person must submit an Amends Project Petition to the International Justice Chief, using full CSW and stating what he proposes to do as amends, and this must be approved by the International Justice Chief to be considered valid. (Ref: HCO PL 1 May 65 I, STAFF MEMBER REPORTS, and HCO PL 1 May 65 II, ORDER BOARD AND TIME MACHINE) Evidence of genuine ethics change may be required before approval of the amends project is given. (Examples of such evidence might be, depending upon the high crimes committed: the person has obtained an honest job; has paid off all debts owed to others; valid contributions have been made to the community; the person has totally ceased those actions for which he was declared, etc.);

It is also within the power of the International Justice Chief, when approving an Amends Project Petition, to require, as a protector of the Church and its tenets and membership, that such amends project be carried out entirely off any Scientology organization, mission or network lines, and to require, before the amends project may be considered complete, extensive evidence over a protracted period of time that the person has, beyond any doubt, ceased his or her suppressive actions, has created no problems for the Church or any member of the Church in any way on any line, and has undertaken and completed an action which is clearly and undeniably of benefit to mankind;

- C. Requires training beginning at the lowest level of the Bridge at their expense if executives in charge of training will have the person or the group members;
- D. Makes a note of all of the above matters with copies of the statement and files in the ethics files of those concerned;
- E. Informs the International Justice Chief and forwards a duplicate of the original statements which show signatures.

Any potential trouble source owing money to any Scientology organization is handled the same as any other Scientologist. Failure to discharge a financial obligation becomes a civil matter after normal, within-org avenues of collection

Any PTS who fails to either handle or disconnect from the SP who is making him or her a PTS is, by failing to do so, guilty of a suppressive act.

Civil court action against SPs to effect collection of monies owed may be resorted to, as they are not entitled to Scientology ethics procedures.

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Until a suppressive person or group is absolved or until permitted to actively engage in the training required in point C, as duly authorized and published, his, her or their only Scientology terminal is the International Justice Chief via the Continental Justice Chief, or members of a duly authorized and convened Committee of Evidence.

A suppressive declare order upon a person or group and all of the conditions inherent within it remain in force until the order has been officially cancelled by an authorized and published Church issue.

Also, until a suppressive person or group is absolved, but not during the period when the person requests and has a Committee of Evidence, or an amnesty occurs, no Scientology ethics other than this HCO Policy Letter applies to such persons, no Committee of Evidence may be called on any Scientologist or person for any offenses of any kind against the suppressive person except for offenses which violate the laws of the land or except to establish in cases of real dispute whether or not the person was suppressing either Scientology or the Scientologist.

Such persons are in the same category as those whose certificates have been cancelled, and persons whose certificates, classifications and awards have been cancelled are also in this category.

The imagination must not be stretched to place this label on a person. Errors, misdemeanors and crimes do not label a person as a suppressive person or group. Only high crimes do so.

A Committee of Evidence may be called by any convening authority who wishes more concrete evidence of efforts to suppress Scientology or Scientologists, but if such a committee's findings, passed on, establish beyond reasonable doubt suppressive acts, this policy letter applies.

Outright or covert acts knowingly designed to impede or destroy Scientology or Scientologists is what is meant by acts suppressive of Scientology or Scientologists.

The greatest good for the greatest number of dynamics requires that actions destructive of the advance of the many, by Scientology means, overtly or covertly undertaken with the direct target of destroying Scientology as a whole, or a Scientologist in particular, be summarily handled due to the character of the reactive mind and the consequent impulses of the insane or near insane to ruin every chance of mankind via Scientology.

### **POTENTIAL TROUBLE SOURCE**

A Scientologist connected by familial or other ties to a person who is guilty of suppressive acts is known as a potential trouble source or trouble source. The

ties, dogged in refusing to give up Scientology, yet invalidated by a suppressive person at every turn, they cannot, having a PTP, make case gains. If they would act with determination one way or the other—reform the suppressive person or otherwise standardly handle the situation—they could then make gains and recover their potential. If they make no determined move, they eventually succumb.

Therefore, this policy letter extends to suppressive non-Scientology wives and husbands and parents, or other family members or hostile groups or even close friends. So long as a wife or husband, father or mother or other family connection, who is attempting to suppress the Scientology spouse or child, or hostile group remains continually acknowledged or in communication with the Scientology spouse or child or member, then that Scientologist or preclear comes under the *family* or *adherent* clause and may not be processed or further trained until he or she has taken appropriate action to cease to be a potential trouble source.

The validity of this policy is borne out by the fact that the US government raids and other troubles were instigated by wives, husbands or parents who were actively suppressing a Scientologist or Scientology or who were acting under the influences of persons or agencies who had deliberately misinformed them regarding Scientology. The suppressed Scientologist did not act in good time to avert the trouble by handling the antagonistic family member.

Any processing of the potential trouble source is denied or illegal while the connection exists, and a person not actively seeking to settle the matter may be subjected to a Committee of Evidence if processed meanwhile.

### POTENTIAL TROUBLE SOURCES AND DISCONNECTION

The subject and technology of “disconnection” is thoroughly covered in HCOB 10 Sept. 83, PTSness AND DISCONNECTION, and in the basic technical materials referenced therein.

Unwarranted or threatened disconnection has the recourse of the person or group being disconnected from requesting a Committee of Evidence from the nearest convening authority (or HCO) and producing to the committee any evidence of actual material assistance to Scientology without reservation or bad intent. The committee must be convened if requested.

The real motives of suppressive persons have been traced to quite sordid hidden desires—in one case the wife wanted her husband's death so she could get his money and fought Scientology because it was making the husband spiritually well. Without handling the wife or the connection with the woman, the Scientologist, as family, drifted on with the situation, and the wife was able to cause a near destruction of Scientology in that area by false testimony to the police and government and press. Therefore, this is a serious thing—to tolerate or remain connected to a source of active suppression of a Scientologist or Scientology without standardly handling or acting to expose the true motives behind the hostility and reform the person. No money particularly may be accepted as fee or loan from a person who is “family” to a suppressive person and therefore a potential trouble source. There is no source of trouble in Scientology's history greater than this one for frequency and lack of

Anyone absolved of suppressive acts by an amnesty or a Committee of Evidence ceases to be declared suppressive. Anyone found guilty of suppressive acts by a Committee of Evidence and its convening authorities remains declared unless saved by an amnesty.

This policy letter is calculated to prevent future distractions of this nature as time goes on.

### **RIGHTS OF A SUPPRESSIVE PERSON OR GROUP**

A truly suppressive person or group has no rights of any kind as Scientologists.

However, a person or group may be falsely labeled a suppressive person or group. Should the person or group claim the label to be false, he, she or they may request a Committee of Evidence via their nearest Continental Justice Chief. The executive with the power to convene a Committee of Evidence must do so if one is requested for recourse or redress of wrongs.

The person or representative of the group labeled suppressive is named as an interested party to the committee. They attend it where it convenes.

The committee must pay attention to any actual evidences that the person or group that is accused of being suppressive may produce, particularly to the effect of having helped Scientology or Scientologists or a Scientologist, and if this is seen to outweigh the accusations, proof or lack of it, the person is absolved.

Any knowingly false testimony, forgeries or false witnesses introduced by the person or group accused of being suppressive can result in an immediate finding against the person or group.

Any effort to use copies of the testimony or findings of a Committee of Evidence called for this purpose or holding it to scorn in a civil court immediately reverses any favorable finding and automatically labels the person or group suppressive.

If the findings, as passed upon by the convening authority and the International Justice Chief, demonstrate guilt, the person or group is so labeled as a suppressive person or group.

Failing to prove guilt of suppressive acts, the committee must recommend to absolve the person or group publicly.

When a person, by some circumstance, has been incorrectly declared, then *after* he has had a Committee of Evidence and the Suppressive Person Declare Order has been cancelled, he may, if he wishes, request a Board of Review who, upon full review of the matter, may if warranted ask for the return of lost pay or status the person may have experienced while incorrectly declared a suppressive person. (Ref: HCO PL 23 Feb. 78R, BOARD OF REVIEW)

### **RECOURSE OF A POTENTIAL TROUBLE SOURCE**

A person labeled a potential trouble source and so barred from receiving auditing, may request a Committee of Evidence of the nearest Continental Justice Chief via

The Committee of Evidence requested must be convened by the nearest convening authority.

If evidences of disconnection are given, the Committee of Evidence findings and recommendations and the convening authority, once the findings are duly approved, must remove the label of potential trouble source from the Scientologist. If the alleged suppressive person or group is clearly and beyond reasonable doubt shown not to be guilty of suppressive acts or is shown clearly to have reformed, the Committee of Evidence must recommend removal of the label suppressive person or group from the suspected person or group. However, once a person or group has been declared suppressive by an authorized, published order, the removal or lifting of the declare order or label must be approved by the International Justice Chief.

But should the former potential trouble source's state of case show no gain after reasonable time in processing, any executive of Division 4 (Training and Processing) may order a new Committee of Evidence in the matter, and if it and its convening authority recommend to reverse the former findings, and if such findings are approved on International Justice lines, the labels are applied. But no auditor may be disciplined for auditing either during the period between the two findings.

### **RECOURSE OF AN AUDITOR**

An auditor disciplined for processing a potential trouble source or a suppressive person or a member of a suppressive group may request a Committee of Evidence if he can persuade the potential trouble source and the suppressive person or a representative of the suppressive group to appear before it.

The auditor so requesting may also have named as an interested party or parties with himself the person or persons who supplied the information or misinformation concerning his actions.

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No damages or costs may be borne by or ordered by a Committee of Evidence in cases involving potential trouble sources or suppressive persons or groups.

When the potential trouble source or suppressive person or group representative fails to appear before a Committee of Evidence on a bill of particulars labeling persons as potential trouble sources or suppressive persons or groups at the published time of its convening, the bill of particulars stands as proven and the convening authority is bound so to declare.

### **EVIDENCE OF DISCONNECTION**

Any HCO Secretary may receive evidences of disconnection or disavowal and, on finding them to be bona fide, must place copies of such evidences in the ethics file and in the CF folders of all persons named in them.

The disconnecting person then ceases to be a potential trouble source (once any additional PTS handling of a technical nature required by the Case Supervisor has

It is wise for any Scientologist, HCO Secretary or Committee of Evidence in matters concerning suppressive acts to obtain valid documents, letters, testimonies duly signed and witnessed, affidavits duly sworn to and other matters and evidences which would have weight in a court of law. Momentary spite, slander suits, charges of Scientology separating families, etc., are then guarded against.

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If matters concerning suppressive acts are given good and alert attention, properly enforced, they will greatly accelerate the growth of Scientology and bring a new calmness to its people and organizations and far better case gains where they have not heretofore been easy to achieve.

Preclears with present time problems, ARC broken with associated but suppressive persons, will not obtain case gains but on the contrary may experience great difficulty.

Observance of these facts and disciplines can help us all.

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Nothing in this policy letter shall ever or under any circumstances justify any violation of the laws of the land or intentional legal wrongs. Any such offense shall subject the offender to penalties prescribed by law as well as to ethics and justice actions.

**L. Ron Hubbard**  
Founder

*Revision assisted by  
LRH Technical Research  
and Compilations*

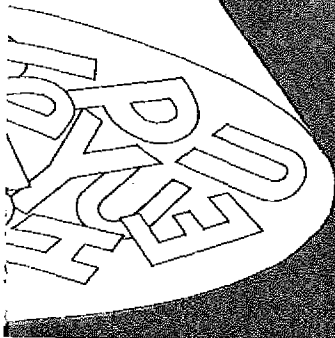
**Exhibit 17 - Modern Management Technology Defined.  
- “enemy”**

# MODERN MANAGEMENT TECHNOLOGY DEFINED

HUBBARD DICTIONARY  
OF  
ADMINISTRATION  
AND  
MANAGEMENT

*by*

L. Ron  
Hubbard



authority of the Convening Authority are bound to execute them and abide by them accordingly. (HCO PL 7 Sept 63)

**ENDORSEMENT**, 1. an act of putting one's signature on the back of a check or on a document. 2. a signature on a legal document the existence of which is taken as an approval, agreement or sanction to the stipulations on the document. 3. an addendum or amendment to a contract which permits a change of the original terms of the contract such as an addition to an insurance policy permitting a change in the coverage previously agreed to.

**END PRODUCT**, the final product ready for the consumer.

**ENEMIES**, things, groups, other determinisms that challenged or sought to stop or refused to comply with the basic purpose became **enemies** or opposition. (HCO PL 13 Mar 65, *Division 1, 2, 3 The Structure of Organization What is Policy?*)

**ENEMY**, 1. when a person is an avowed and knowing **enemy** of an individual, a group, project or org, a condition of **enemy** exists. (HCO PL 6 Oct 67) 2. an action or inaction resulting in damage or difficulty to another or the organization—**enemy**. (ED 62 Flag)

**ENEMY CONNECTED**, defined as related to, dependent upon or in communication with or formerly employed by anti-Scientology persons or groups. (FO 2772)

**ENEMY FORMULA**, for formula for the condition of **enemy** is just one step: find out who you really are. (HCO PL 23 Oct 67)

**ENFORCED OVERT HAVE**, means forcing upon another a substance, action or thing not wanted or refused by the other. (HCO PL 12 May 72)

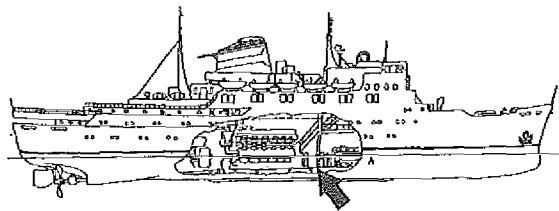
**ENGINEER**, all **engines**, tools and engine space, heating stoves, piping, use of fuel and electricity and generating and wiring systems belong to the **Engineer**. The running and handling of **engines**, generators and heating equipment and stoves is the **Engineer's**. The **Engineer** also has the care of all launch motors and their fuel. Safeguarding the ship against fire is the **Engineer's** responsibility. The **Engineer** must keep the ship free of all odors and must keep the **engine room** spotless. (*Ship's Org Bk.*)

**ENGINEERING DEPARTMENT**, 1. that department in a business which handles research, design and development of new products or services. 2. the department which handles plant layout and/or maintains and services the machinery, electrical installations, plumbing and heating systems, etc., of a business.

**ENGINEERING SECTION**, (Estates Section Dept 21) the **Engineering Section** is responsible for all mechanical systems in the org, plumbing, heating, electrical and any others, and for the operational state of all motors and machines of any kind on the premises, including vehicles. (HCO PL 16 Aug 74 IIR)

**ENGINEER OF THE WATCH**, 1. (**Engine Room**) the **engineer of the watch** is the senior person on the **watch**. (FO 1695) 2. the **engineer of the watch**, of course, runs the **engines** and boilers and pumps down in the **engine room**, handy to answer **engine bells**. (FO 80) *Abbr.* EOW.

**ENGINEERS LOG**, 1. every ship shall keep a full and complete **engineers' log**. Such a log is kept by the **engineer on watch**, is entered into each **watch**, is signed by each **watch officer** or in his absence the **OOD**. The readings of gauges, thermometers, r.p.m., bells handled, all **engine data** of each **engine** and installation and pump. All maintenance actions, oil changes, greasing, fuel actions, refueling, consumption, etc., are part of this log. The log specifically must reflect the behavior and care taken of each and every **watch** and day installation and every servicing action with regard to same. (FO 820) 2. log which is to receive all data of interest, the chief's orders and the signature of each **watch stander**. (FO 29)



Engine Room

**ENGINE ROOM**, 1. the theory of the **engine room** operation is that there is a repair section which works consistently on repairs whereas all the rest of the **engine room** works on operation and general maintenance such as oil changes and general upkeep of the **engines**. (FO 1109) 2. the **engine room's** primary actions are motive power and service to the ship. Clean cold water, clean hot

**Exhibit 18 - VICTORIA BRITTON DECLARATION**

UNITED STATES DISTRICT COURT  
FOR THE MIDDLE DISTRICT OF FLORIDA  
TAMPA DIVISION

ESTATE OF KYLE THOMAS BRENNAN,  
by and through its Administrator,  
Victoria L. Bretton,

Plaintiff,

vs.

Case No. 8:09-cv-00264-T-23-EAS

CHURCH OF SCIENTOLOGY  
FLAG SERVICE ORGANIZATION, INC.,  
DENISE MISCAVIGE GENTILE,  
GERALD GENTILE, and  
THOMAS BRENNAN,

Defendants.

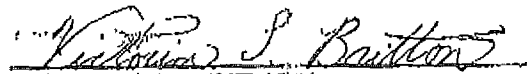
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**DECLARATION OF VICTORIA L BRITTON**

1. My name is Victoria L. Britton. I am over the age of 18, the mother of Kyle Brennan, and the court appointed Administrator of his Virginia estate. The following is based upon my personal knowledge and conversations I had with Tom Brennan and our son, Kyle Brennan.
2. In 2006 I purchased a Batman movie as a gift for my son Kyle Brennan. It was "Batman Begins," one of his favorites. Kyle took this movie, along with several others, when he left home. When his belongings were returned home from Clearwater following his death, "Batman Begins" was there. This is the same Batman movie Tom Brennan describes in his deposition as the movie he and Kyle rented on the day Kyle died. It was not a rental as Brennan claimed.
3. In May or June 2006, I had a telephone conversation with Tom Brennan. We spoke fairly often about our son Kyle. It was during this call that I informed Brennan that Kyle was taking Lexapro for depression and anxiety as prescribed by his psychiatrist, Dr. Stephen McNamara. To say the least, Tom Brennan was not pleased to hear this. It was after this

conversation that I became inundated with letters from the Church of Scientology proclaiming the evils of psychiatry. I'm still getting these letters over four years later.


I declare under penalties of perjury, that the forgoing is true.

A handwritten signature in cursive script, reading "Victoria L. Britton". The signature is written in dark ink and is positioned above the printed name.

VICTORIA L. BRITTON

Dated this 26<sup>th</sup> day of September, 2010

**Exhibit 19 - Knowledge Report  
by Gerald Gentile**

EXT SITS PROX OFF OSA FLB 

February 17, 2007  
To: OSA Int  
From: Jerry Gentile

Knowledge Report  
Tom Brennan  
Kyle Brennan

On Friday, Feb 16, 2007 Denise received a phone call at 12 midnight from Tom Brennan that his son had committed suicide. Tom had been over his work just before that and had left at about 11:50PM. Denise and I immediately left the house and arrived at the Coachman parking lot at approximately 12:10am, Feb 17, 2007. Tom's apartment is 423 Cleveland street apartment 4, a fourth floor apartment across from the Coachman. I immediately went over to the apartment and walked up the stairwell to the fourth floor and approached an officer and asked if I could speak to Tom. Tom was being interviewed in the apartment by an officer at that time (I did not see the officer but could hear what appeared to be questions he was asking Tom.) The officer outside whom I had met told me to wait for Tom outside near the stairwell. He went inside and told Tom that his friend Jerry was outside waiting for him. At approximately 12:18am Tom walked out of the apartment with an officer "Yen". The officer asked Tom several questions at that time and took notes in a small spiral bound light green notepad. These are the questions I recall:

Yen: What was your son's name?

Tom: Kyle Brennan

Yen: What was your son's height and weight?

Tom: approximately 6 foot, 175 pounds.

[Jerry got interrupted for approximately 1min 20 sec by a phone call from Taylor Covington; time tagged in Jerry's cell phone at exactly 12:20am.]

Yen: What time did you last see him?

Tom: I left the house at 5PM for work. We had been having a great time for the day and I really thought he was doing much better. We had watched the movie batman together. We also talked about this upcoming trip to Virginia and how he was going to go back to school and get his associates degree. I really thought he was doing much better. When I got home I could not open the door, he had put water bottles in front of the door on the inside. I had to push the door hard to open it.

Yen: cases of water?

Tom: No, the large bottles, 5 gallon I think. I pushed the door really hard and opened it and immediately smelled a burning smell. I thought it might be incense or something and could not figure it out. I was calling "Kyle, are you ok? Are you here." When I went into the bedroom I saw what he did. I touched him and I knew he was dead. I left the room and immediately called Denise, Jerry's wife (pointed to me, Yen acked), she's my chaplain. Then I called 9-1-1.

Yen: How did he seem earlier?

Tom: When he first came back he seemed really lethargic and seemed to want to sleep all the time. He came back from Hawaii last week, he had been here a week and a day and I

thought he was doing much better. He had taken all of his money out of the bank, 4000\$, and run away from home. We had not heard from him in two months. He called me and wanted to come see me and I got him here a week and a day ago. He had a psychiatric drug Lexipro with him and I think that messed him up. He was not taking it while he was here, I have the bottle locked in the trunk of my car.

Yen: I would like to see it after this.

Tom: Ok, it is in my trunk.

Yen: What is the drug for?

Tom: It is a psychiatric drug that I think is no good.

Yen: Why was he taking it?

Tom: For depression.

Yen: How often was he taking it?

Tom: I don't really know, I never actually saw him taking one. Kyle said he took them when he was really feeling bad but I never saw him take one. There are about 17 pills in the bottle I have but I don't know if he had more. I think these drugs are bad for him. I had been giving him good food and vitamins and he was doing much better.

Yen: Ok. Tell me about the gun.

Tom: It was a gift from my father before he died. I've had it for many many years and have never fired it. I had not realized I actually had it. It was not loaded.

Yen: Where was the gun?

Tom: In the nightstand to the right of the bed.

Yen: Where were the bullets?

Tom: [Looking at the ceiling...mumbling...] I really cannot remember.

Yen: OK. What were the bullets in?

Tom: a box. Like the box you buy them in.

Yen: Ok, you don't remember where the bullets were?

Tom: No, I just can't think at the moment, I'm in complete shock.

Yen: Was the gun in the drawer?

Tom: Yes

Yen: was it in anything?

Tom: Yes I think it was in a green zipper bag, kind of like a small duffel bag.

Yen: What kind of gun?

Tom: a .38 special. It was never loaded or fired. I don't really like guns.

Yen: Were the bullets with the gun?

Tom: I really can't remember. The gun was definitely not loaded.

Yen: Did he seem depressed?

Tom: No not really, we had watched a movie before I left for work and had a good time together. I talked to him about getting his degree and he said, yes I am going to do that I think. I told him to try and give his mom a call. We actually had a great day, probably the best since he's been here. Then I left for work.

Yen: Ok. What time did you come home?

Tom: I got off work around 11 and dropped by Denise's house from work to drop something off.

Yen: Who is Denise?

Tom: Jerry's wife (points to me), she's my chaplain. I just stopped to drop something off and say hi real quick.

Yen: Ok. What do you do for work?

Tom: I sell books. I was out selling books, that is what I do. I sell them in Tampa. I had left at about 5 to go to work. I get there at about 5:30. After work at about 11 I left and went over to Denise's. Then I left there and came right over here. When I got here I could not open the door and had to push it hard to open it and knew something was not right. I could smell something that I could not understand. I yelled for Kyle and he did not answer. I looked in one bedroom and he was not there. I went in my bedroom and saw what he did, he was slumped over the laundry basket and there was a lot of blood. I knew he was dead.

Yen: Where is his mom?

Tom: She is my ex-wife and is remarried and lives in Virginia.

Yen: Do you want to call her or would you like me to?

Tom: I am not sure. She is going to die when she hears this. How am I going to tell her? Her one big fear in life is having one of her kids die or get hurt and die. She is going to be devastated. How am I going to tell her?

Yen: Do you want me to call her?

Tom: I don't think so.

Jerry: I can help you do that after this Tom if you like.

Tom: Yes maybe that would be ok. Either you or me.

Yen: OK. Did Kyle have any religious affiliation that you know of?

Tom: No, none at all. Nothing.

Yen: Ok. What time did you get here?

Tom: About 11:45 I think. He must have done it just before I got home. He knew I got off at around 11. I could still smell the gunpowder when I got home and pushed open the door.

Yen: Was there a note?

Tom: All I saw was the gun in his hand and what he did and all the blood. I went into shock after that. I did not see a note or anything that I remember.

Yen: Ok. Can we go downstairs to see the pills?

We all go downstairs. Tom unlocks his trunk and takes a pill bottle out of a first aid kit in his trunk and gives it to Yen.

Yen: Do you know how many he has taken?

Tom: No, I never saw him take them. He gave me the bottle when he got here. He did not really want to take them.

Yen: Where did he get them?

Tom: He had a fight at home and his stepfather got him to a psychiatrist and that his who gave them to Kyle.

Yen: You don't know how many he has taken?

Tom: No I don't. He has never taken them while I was with him. He has not had any from that bottle that has been in my car. I have been giving him vitamins to get healthy again.

Yen: I don't have any other questions.

Jerry: Ok, can I take Tom home now, he won't be staying here? What do we have to do next?

Yen: You have to wait for forensics to get here, then the medical examiner has to come to get him. You can go after that.

Jerry: Ok.

Jerry receives a call from Denise who is still at the coachman just after that. It is 12:53AM by my phone time on the call. She asks me how Tom is. I said in shock. She said to give him an assist, a locational. I said ok.

Jerry to Tom: Tom how about a locational assist?

Tom: No I'm alright. I have to call my ex-wife.

Jerry: Do you want me to?

Tom: Yes, would you?

Jerry: Yes (Tom dials phone, gives to me.) His ex-wife Vittoria answers the phone. I asked if it was her. She said yes it was, who is this? I said it was a friend of Tom's and I am afraid ma'am I have some bad news for you. I said, I am very sorry to tell you that your son has passed away tonight, he has taken his own life. She went into complete grief and put the phone down on a table or something like that. I could hear her in the background screaming at her husband that Kyle was dead and how could this have happened to her. What was she going to do and how could she bury her son who was so young? I could hear her husband Rick in the background saying something to her but could not make it out. I kept calling into the phone but nobody picked up. Vittoria was in grief. After about 4 minutes or so Rick picked up the phone and said who is there? I said my name is Jerry. He said, in an antagonistic tone that surprised me, who are you? I said a friend of Tom's sir, he called 911 and us in a panic and we rushed down here to help him. He said, what happened (antag tone)? I said that I was at home and got a call from Tom that his son committed suicide with a gun. He said, what time? I said I don't really know, and I mentioned that Tom said he thought it happened just before he got home, probably at around 11PM. He said ok, thank you, good bye. I said good bye and we hung up.

Tom and I stood outside talking about it for a while. I tried to offer Tom an assist but he did not want one. I just let him talk about his son for a while. Tom tried to call Wendy, his wife, and left a message for her on her phone. He called another sister and left a message. He called a second sister and she was home and told her. Tom went into grief at that time. Officer The forensics team and the medical examiner arrived at about that time and Yen came over and asked if Tom had the keys so they could lock the place up after they left and that we could go (he could see Tom was in major grief.) Tom said that they can just lock the door. Yen said we could go. I called Denise at 1:23 am and told her we were coming to the coachman to leave. We did and left immediately thereafter.

Jerry

## **Exhibit 20 - HCOPL 22 July 1982 Knowledge Reports**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 JULY 1982

LRH Comms  
Ethics Officer Hat  
All Staff  
Boards of Review  
Hats

—IMPORTANT—

**KNOWLEDGE REPORTS**

*Refs:*

HCO PL 1 May 65	STAFF MEMBER REPORTS
HCO PL 15 Aug. 65	THINGS THAT SHOULDN'T BE
HCO PL 1 July 65	ETHICS CHITS
HCO PL 31 Oct. 66R II	AKH Series 3R
Rev. 5 Mar. 68	JOB ENDANGERMENT CHITS
HCOB 10 Nov. 87	Auditor Admin Series 20RA
	MISCELLANEOUS REPORTS
HCO PL 7 Apr. 82	OUT-ETHICS INDICATORS
HCO PL 10 Mar. 82	CONFESSIONALS—ETHICS REPORTS
	REQUIRED
HCO PL 24 Feb. 69	JUSTICE
HCO PL 23 Feb. 78	BOARD OF REVIEW
HCO PL 5 Aug. 66R II	CHAPLAIN'S COURT
Rev. 1.10.81	CIVIL HEARINGS

We live in an era of "civilization" where it has become general not to care what is going on.

The first dynamic "nothing to do with me" attitude is the product of drugs, TV and the psychiatrists and psychologists who have perverted education and produced a criminal society wherein the individual is supposed to be the effect of everything, incapable of handling his environment.

Although we are changing this society, it is, nevertheless, a constant challenge to one's own ability to keep things going right.

Factually, to succeed in this "civilization" or *any* society, crude or sophisticated, one has to act continually to keep one's own environment under some control. To do otherwise results in a lingering or sudden and always painful death. It *does* matter what goes on around one. The only thing which does not care is a corpse.

It is a rather simple thing—not heroic. If one can't control a coffee cup, he is likely to get scalded! If one can't control a car, he is a statistic.

Extend this to one's fellows slightly and it is plain to see that total permissiveness (as loudly advocated by the psychs) is suicide. Standing with a bland look while Joe sticks pins in someone or something is not good manners, it's idiocy!

To live at all, one has to exert some control over his equals as well as his juniors and (believe it or not) his superiors.

When misconduct and out-ethics is occurring in a group, it is almost impossible for other members of the group not to know of it. At least some of them

When a group has down stats, it is not true that *all* of them are trying to fail. Only a few are dedicated to not doing their jobs.

The question one can ask of any group that is not doing well is this: Why did the *other* group members tolerate and ignore the loafers or out-ethics cats in it?

In analyzing countless numbers of groups with whom it has been my good fortune—or misfortune—to be associated, I finally isolated ONE factor which made an upstat group upstat and a downstat group downstat and a horror to be around.

The single most notable difference between an upstat, easy-to-live-and-work-with group and a downstat, hard-to-live-and-work-with group is that the individual group members themselves enforce the action and mores of the group.

*That* is the difference—no other.

In an upstat group, at the first pinprick Joe would probably have a black eye!

In a downstat group Joe could go on and on with his pins, each group member watching and shrugging.

In a group where members have some concept of controlling their environment and their fellows, you don't have loafers or out-ethics cats. *Because* the rest of the group, on an individual basis, just won't tolerate it.

Those who would have a tendency to wreak havoc or loaf don't dare. And the group becomes easy to live with and work with.

It is not whether the group individuals should be preselected or carefully made ethical by some process or inspired leadership or a separate police force. It is whether the group members themselves exert any control on each other.

One can say, "Oh well! If I reported the Reg violating policy, the ED would fire me—she is his wife!" One can say, "If I complain they won't let me wear my hat, they'll comm ev me for third party actions." If such conditions prevail, the group has already lost the group ability to control the environment—and they will be downstat. Their pay will be low—their working conditions rotten.

Do we have a mechanism to prevent this?

Yes, we do.

It is called Knowledge Reports. (See HCO PL 1 May 65, STAFF MEMBER REPORTS, and the additional issues referenced at the beginning of this policy letter.)

And, with this PL, Knowledge Reports are enforced as follows:

1. Anyone who knew of a loafing or destructive or off-policy or out-ethics action and WHO DID NOT FILE A KNOWLEDGE REPORT becomes an ACCESSORY in any justice action taken thereafter.
2. Forbidding anyone to write a Knowledge Report makes the person forbidding it *and* the person accepting this illegal order both accessories to any later action taken.

3. Failing to write down a disclosed crime in a worksheet or a report makes the person failing to do so an ACCESSORY to the crime.
4. Failing to file a Knowledge Report written by another makes one an accessory to the contents.
5. Removing Knowledge Reports from files makes one an accessory to the contents.
6. Failing to advise the International Justice Chief of serious charges in Knowledge Reports makes one an accessory to the reported outness.
7. Knowingly false statements made in Knowledge Reports, when proven false beyond any reasonable doubt with intent to cause trouble, may become the subject of a Chaplain's Court with damages awarded. (Ref: HCO PL 5 Aug. 66R II, CHAPLAIN'S COURT, CIVIL HEARINGS)
8. Any person who knew of an outness or crime and failed to report it and thus became an accessory receives the same penalty as the person disciplined as the actual offender.

With these policies, a person with knowledge of nonoptimum conduct by other group members cannot be stopped from writing and filing the report in the person's ethics file and cannot even be stopped from going outside the org and informing, by whatever comm line, the International Justice Chief. And that does not mean this policy letter is to be used to withhold from anyone that he is writing a report.

#### **BOARDS OF REVIEW**

(Ref: HCO PL 23 Feb. 78, BOARD OF REVIEW)

It shall be part of *every* Board of Review action at any level to examine the status of Knowledge Reports as they relate to any case reviewed and to take any action indicated by these policies.

#### **SUMMARY**

This makes it a pretty rough group for a loafer or criminal to be around. UNLESS he or she decides to rise above the aberrations and get busy and go straight.

IT IS A FAILURE OF THE INDIVIDUAL GROUP MEMBERS TO CONTROL THEIR FELLOWS THAT MAKES A GROUP HARD FOR ALL TO LIVE AND WORK WITH.

If it is present, when that is cured, the group will become a joy to be with and work will become a breeze.

If the stats of a group, large or small, are down, try it.

And get a REAL group in return that, collectively, can control the environment and prosper because its group members individually help control each other.

**L. RON HUBBARD**

Founder

**Exhibit 21 - HCOPL 11 May 1965 ETHICS OFFICER  
HAT**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 11 MAY 1965

Issue I

Remimeo  
Ethics Officer Hat  
HCO Exec Sec Hat  
HCO Sec Hat  
Dir Inspections and  
Reports Hat  
Ethics Section  
Personnel Hat

*HCO DIVISION*

**ETHICS OFFICER HAT**

(Star-rate checkout by Director of  
Exams on hats listed)

(Effective at once)

This is a quick outline of the activities of the Ethics Officer.

The purpose of the Ethics Officer is "To help Ron clear orgs and the public if need be of entheta and enturbulation so that Scientology can be done."

The activities of the Ethics Officer consist of isolating individuals who are stopping proper flows by pulling withholds with ethics technology and by removing as necessary potential trouble sources and suppressive individuals off org comm lines and by generally enforcing Ethics Codes.

The technology of how this is done is quite precise.

In a nutshell, (a) one finds an imperfect functioning of some portion of the org and then (b) finds something that one doesn't understand about it and then (c) interrogates by despatch the individuals in that portion connected with the imperfect functioning.

Just those three steps done over and over are usually quite enough to keep an org running quite smoothly.

On first taking over post in an enturbulated org or in viewing a portion of the org in an enturbulated condition, the actions of the Ethics Officer consist of:

1. Run back entheta by asking for names of who said it to the person who is now saying it,
2. Locate those persons and find out who told *them* and then
3. Look amongst *those* names for no case change or for potential trouble sources. Bill voices a rumor (usually with a "they" say . . .). The Ethics Officer asks Bill what "they's" name is. Bill thinks and finally says it was Pete. The Ethics Officer locates Pete and asks Pete who told him, and when Pete says "they" the Ethics Officer finds out what "they's" name is. Pete says it was Agnes. Ethics Officer locates Agnes. Agnes maintains it is true and can't say who said it. Ethics Officer looks up Agnes' case folder or puts Agnes on a meter and sees by high or very low TA that he has a suppressive. Or he finds Agnes has a suppressive husband and that she is a potential trouble source.

The Ethics Officer then handles it as per ethics policy letters.

In short, rumor comes from *somewhere*. The somewhere is a potential trouble source or a suppressive. One runs it down and applies the remedies contained in ethics HCO Policy Letters to that person.

An Ethics Officer's first job is usually cleaning up the org of its potential trouble sources and requesting a Comm Ev for the suppressives. That gets things in focus quickly and smooths an org down so it will function.

Then one looks for *down* statistics in the OIC charts. These aren't understandable, of course, so one interrogates by sending interrogatories to the people concerned. In their answers there will be something that doesn't make sense at all to the Ethics Officer—example, "We can't pay the bills because Josie has been on course." The Ethics Officer is only looking for something he himself can't reconcile. So he sends interrogatories to the person who wrote it *and* to Josie. Sooner or later some wild withhold or even a crime shows up when one does this.

The trick of this "org auditing" is to find a piece of string sticking out—something one can't understand and, by interrogatories, pull on it. A small cat shows up. Pull with some more interrogatories. A baby gorilla shows up. Pull some more. A tiger appears. Pull again and wow! You've got a General Sherman tank!

It *isn't* reasonable for people to be lazy or stupid. At the bottom you find the *real* cause of no action in a portion of an org or continuous upset.

When you have your General Sherman, call a Court of Ethics on it. Or take action. But in actual fact, you have probably already fixed it up.

There's always a *reason* behind a bad statistic. Send out interrogatories until you *have the real reason* in view. It will never be "Agnes isn't bright." It is more likely, Agnes is on a typing post but never knew how to type. Or worse—the D of P audits org pcs for his own profit. Or the D of T simply never comes to work.

The real explanation of a down statistic is always a very easily understood thing. If you interrogate enough, you'll get the real explanation and then you can act.

*Never* use conduct for anything but an indicator of what you should interrogate.

Never buy rumors as generalities. *Somebody* said them and that somebody has a *name*. Get the name.

## FILING

Filing is the real trick of Ethics work. The files do all the work, really.

Executive ethics reports patiently filed in folders, one for each staff member, eventually makes one file fat. There's your boy.

Whatever report you get, file it with a *name*. Don't file by departments or divisions. File by *names*.

The files do 90% of the work. When one file gets fat, call the person up for ethics action.

### TIME MACHINE

Run a time machine and let it accumulate data for you.

The orders that fall off of it that weren't complied with should be reported to the senior issuing them.

But file those noncompliances. Soon, a file gets fat and we know why the org isn't running in one of its portions.

### POLICY

All ethics policy applies to the actions of an Ethics Officer.

But the above is his workaday world, auditor to the org, filing his replies, watching for the fat file and then calling a court on it.

That way an org soon begins to run like a well-greased river, doing its job in a happy atmosphere.

Be as sudden and swift and unreasonable as you like. You aren't there to win a popularity contest.

Make executives report all those ethics items they should. Make them write their orders and send you a copy. Make your Comm Center give you the responses for pairing with the copies. File carefully and call the lightning down on the person who gets a fat ethics file.

It's an easy job. Mostly admin. But so is all intelligence work. The files do the job if you make people report and if you file well yourself.

And when you feel exasperated and balked and feel like taking it out on somebody, do so by all means.

Who ever heard of a tame Ethics Officer?

The sanity of the planet is all that is at stake.

L. RON HUBBARD  
Founder

## **Exhibit 22 - HCOPL 7 Jan 1985 HCO Confessionals**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 7 JANUARY 1985

Remimeo  
All Auditors  
All C/Ses  
Tech/Qual  
HCO  
MAAs/Eth Offs  
Execs  
HSSC Course  
Checksheet  
SHSBC Checksheet

(Also issued as an HCOB, same date and title)

HCO CONFESSIONALS

*Refs:*

HCOB	13 Oct. 82	C/S Series 116
		ETHICS AND THE C/S
HCO PL	17 June 65	STAFF AUDITOR ADVICES
HCO PL	22 July 82	KNOWLEDGE REPORTS
HCO PL	2 Apr. 65	FALSE REPORTS
HCO PL	10 Mar. 82	CONFESSIONALS—ETHICS
		REPORTS REQUIRED
HCO PL	19 Apr. 65	TRAINING AND PROCESSING
		REGULATIONS
HCOB	30 Nov. 78R	CONFESSIONAL PROCEDURE
	Rev. 10.11.87	
HCOB	10 Nov. 87	Auditor Admin Series 20RA
		MISCELLANEOUS REPORTS

There has evidently been some confusion among a few auditors, Sec Checkers and C/Ses as to the proper administrative handling of overts and withholds gotten off during sessions.

Overts disclosed in the course of Confessionals done for investigatory or justice purposes (generally called "HCO Confessionals") are always the subject of Knowledge Reports to HCO and are actionable on the person.

Overts and withholds divulged during routine auditing may not be used as grounds for ethics actions on a preclear. This is a part of the Auditor's Code and has been well known to auditors for many years.

ABUSE

One does not send someone to HCO for an overt or crime gotten off in routine auditing. HOWEVER, EVIDENCE OF A CRIME KNOWINGLY WITHHELD BY A PC UNTIL HE IS IN SESSION IS ACTIONABLE BY HCO. In other words, the purpose of auditing is not to provide a means for an out-ethics person to "avoid the Ethics Officer."

Actually, the end result of "waiting until one is in session" to reveal a crime is often far far worse than any ethics or justice action one might receive at the hands of HCO! I recall a person who knowingly withheld a serious crime he'd committed until he got an auditing session. No ethics action was taken by HCO. He was not brought to justice for it in any way. And he went straight ahead and

tried to punish himself most severely. He wound up in the hospital for an operation that he need never have undergone. He promptly started administering his own punishment.

This can also be abused in the other direction. I have actually seen a pc become ill after his auditor (quite incorrectly and in gross violation of the Auditor's Code) tried to make him guilty for overts revealed in session. I've seen a pc fold up after being charged for overt acts he'd gotten off in the confidence of a session. This is why the Auditor's Code is written as it is. It is a question of case gain.

But where one knowingly withholds a crime until he gets into session, it IS a matter for HCO. If it is revealed, whether in session or not, that the person knowingly withheld a crime until session so as to escape the Ethics Officer, a Knowledge Report is written and sent to Dept 3 for action (assignment of a lower condition, court, Committee of Evidence, etc.). This applies to ANY auditing.

### CIRCUMSTANCES

The usual circumstances under which an HCO Confessional is done are that the person is already undergoing a Comm Ev or other ethics investigatory action or is working through lower ethics conditions, and the Ethics Officer has requested that the C/S order an HCO Confessional done. Overts and out-ethics disclosed in such a Confessional are reported to HCO in Knowledge Reports and can be acted on by the Ethics Officer.

HCO Confessional actions can include running a False Purpose Rundown form or other related rundowns that address O/Ws and nonsurvival intentions.

It is a basic rule that one does not attempt to audit someone that is under Comm Ev or in lower ethics conditions, as the person is under stress and his attention is on getting his ethics straightened out. The exception to this is when one is doing an HCO Confessional action or Danger Assessment or "3 May PL" (HCO PL 3 May 72R, Rev. 18.12.77, Exec Series 12, ETHICS AND EXECUTIVES), as these actions are aimed directly at helping him sort out the ethics trouble he is in.

### HCO CONFESSIONAL PROCEDURE

The fact that a Sec Check or False Purpose RD form is being done as an HCO Confessional does not mean that the procedure is changed. The auditor's procedure is the same. But the overts are reported to Ethics for handling and are actionable. It should be clearly marked on the Knowledge Report that it is from an HCO Confessional action.

At the beginning of the first session of an HCO Confessional or any auditing action to be done as an HCO Confessional, the auditor gives the pc the R-factor, "I am not auditing you." The session is then begun as usual with "This is the Session" (Tone 40). Ruds are flown and the C/Sed for actions done. It is not necessary to begin every such session that follows with the "not auditing you" R-factor. This applies as long as that action is being done, and this fact should be made known to the person.

### JUSTICE

Where a person is refusing to answer an auditing question, whether in HCO Confessional or other auditing, he or she can be brought before a Court of Ethics on a charge of a "No Report." (Ref: HCO PL 19 Apr. 65, TRAINING AND

PROCESSING REGULATIONS and HCOB 4 Apr. 65, -ARC BREAKS AND MISSED WITHHOLDS)

SUMMARY

Auditing is a technical action, meant to give case gain. Case gain does not occur, and tech does not go in, where ethics are out.

Honesty and in-ethics are the keys to one's own case gain and future. I depend on auditors, C/Ses and HCOs to intelligently and effectively apply the data in this HCO PL to assist the pc in keeping his hands clean and his case advancing.

L. RON HUBBARD  
Founder

**Exhibit 23 - HCOPL 10 Mar 1982**  
**CONFESSIONALS-ETHICS REPORTS REQUIRED**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 MARCH 1982

Remimeo  
All Staff  
Ethics Officers  
Auditors  
Case Supervisors

(Also issued as an HCOB, same date.)

**CONFESSIONALS—ETHICS REPORTS REQUIRED**

*Refs:*

HCO PL 2 Apr. 65	FALSE REPORTS
HCO PL 1 May 65	STAFF MEMBER REPORTS
HCO PL 17 June 65	STAFF AUDITOR ADVICES
HCO PL 7 Mar. 65R III	OFFENSES AND PENALTIES
Rev. 24.10.75	
HCO PL 23 Dec. 65RA	SUPPRESSIVE ACTS, SUPPRESSION OF SCIENTOLOGY AND SCIENTOLOGISTS
HCO PL 5 Mar. 68	JOB ENDANGERMENT CHITS
HCO PL 24 Feb. 69	JUSTICE

It has recently been noticed that there was an omission on the part of ministers doing Confessionals: They were not writing reports to Ethics on matters relating to the offenses of others that were revealed during a Confessional. Doing so is required per HCO PL 17 June 65, STAFF AUDITOR ADVICES and is implicit in HCO PL 2 Apr. 65, FALSE REPORTS and in HCO PL 1 May 65, STAFF MEMBER REPORTS.

Apparently this was due to a failure to differentiate between a pc "getting off" only other people's withholds and a pc revealing knowledge of another's overt or crime against Scientology, its organizations or Scientologists.

A person who only talks about others' overts or withholds is often withholding an overt of his own or engaging in a black PR campaign.

But a person who has knowledge of another's overts or crimes against Scientology should have made out an ethics report himself and having failed to do so, would have a withhold of knowing about another's offense and not having reported it, even if it were only suspected.

There are various reasons why a person might withhold from reporting the offenses of another: similar overts or withholds of one's own; fear of consequences or retaliation from the person being reported on; not having all the facts and so only suspecting the offense and not being certain enough, are among more common reasons.

None of these are valid because a staff member can only be disciplined for making a *knowing false report* or for a *no-report*. And if the matter is only suspected, the report should say so and it is the Ethics Officer's hat to investigate and determine the facts.

Thus, when a minister discovers that a pc has knowledge of an overt or crime against Scientology or against the codes of the Church but has not reported the matter to Ethics, this should be handled as a withhold and must be the subject of an ethics report. This applies both to HCO Confessionals and to any other session.

OFFENSES AGAINST SCIENTOLOGY OR ITS CODES BY ANOTHER PERSON THAN THE PC, MUST BE REPORTED TO ETHICS FOR INVESTIGATION (EVEN IF ONLY SUSPECTED OR WHEN FULL FACTS ARE NOT KNOWN).

This is important because persons who get off their own overts have a higher responsibility level than those who don't and these last, who don't get off their overts, are sometimes only detectable and handleable by the reports of others.

The more serious the ethics offense, the more necessary and vital it is that such reports be made. Failure to make such a report can result in the pc (or staff member) being named as an accessory or at least being charged with condoning the offense.

There is another side to this. Some pcs, viciously, can begin a black PR campaign against another by "getting off the other's withholds" which are false.

Some people, unfortunately, can be very wily and spread all sorts of rumors or trouble in this way. Doing so is the very lifeblood of such criminal organizations as the FBI and Interpol.

So the minister reporting *all* overts reported by the pc serves a triple purpose:

- A. It catches actual crimes by others which might otherwise remain undetected
- B. It gets rid of withholds from the pc which he knows he should have reported and
- C. It gives evidence of a black PR campaign in progress against principal people of Scientology and executives.

The use that the Ethics Officer puts these reports to is very precise.

They are:

In the case of (A) he can at once investigate and see check the others named and get ethics in.

In the case of (C) he can order a full rollback of the rumor or report and usually catch a real tiger operating in an org or area with black PR designed to paralyze the place.

So the reports are VERY valuable.

An honest executive would be very foolish to discourage these from being filed and even more foolish not to make sure they get fully followed up and investigated.

Doing this is a heavy blow to criminals and to the enemy who seek to stop Scientology.

For instance, finance crimes cannot occur without collaboration or someone noticing.

Black PR with its false reports is covering up real withholds and overts, which, remaining undetected, can cave the whole place in.

A person can be helped by Scientology only when he has clean hands with it. One cannot be helped by it when he has overts against it, its principal names or organizations.

So this policy assists greatly, not only in protecting execs but in saving people. It must NOT be looked on as a way to victimize anyone. It is an instrument of salvage.

And on an organizational strata, no org can prosper when its staff has overts. Recent investigation has shown that below EVERY outness in an org or down stat there lay heavy withholds and overts. The many should not be penalized by the criminal few.

By following these policies, ethics investigations will be speeded, statistics raised and a much cleaner, happier and more productive environment will be achieved. Only the guilty will ever protest such reports and that, too, is an indicator for urgent action.

L. RON HUBBARD  
Founder

**Exhibit 24 - PTS/SP Course - HOW TO CONFRONT  
AND SHATTER SUPPRESSION**

**HOW TO  
CONFRONT  
AND SHATTER  
SUPPRESSION**

**PTS/SP COURSE**

**BY L. RON HUBBARD**

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**Exhibit 25 - RESPONSIBILITIES OF LEADERS -  
Section on "seven things about power,"  
HCO PL 12 February 1967**

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 FEBRUARY 1967

Org Exec Course

*Admin Know-How Series 13*

**THE RESPONSIBILITIES OF LEADERS**

A few comments on POWER, being or working close to or under a power, which is to say a leader or one who exerts wide primary influence on the affairs of men.

I have written it this way, using two actual people, to give an example of magnitude enough to interest and to furnish some pleasant reading. And I used a military sphere so it could be seen clearly without restimulation of admin problems.

The book referenced is a fantastically able book, by the way.

**THE MISTAKES OF SIMON BOLIVAR  
AND MANUELA SAENZ**

Reference: The book entitled

*The Four Seasons of Manuela* by  
Victor W. von Hagen, a biography.  
A Mayflower Dell Paperback. Oct. 1966. 6 shillings.

Simon Bolivar was the liberator of South America from the yoke of Spain.

Manuela Saenz was the liberatress and consort.

Their acts and fates are well recorded in this moving biography.

But aside from any purely dramatic value, the book lays bare and motivates various actions of great interest to those who lead, who support or are near leaders.

Simon Bolivar was a very strong character. He was one of the richest men in South America. He had real personal ability given to only a handful on the planet. He was a military commander without peer in history. Why he would fail and die an exile to be later deified is thus of great interest. What mistakes did he make?

Manuela Saenz was a brilliant, beautiful and able woman. She was loyal, devoted, quite comparable to Bolivar, far above the cut of average humanoids. Why then did she live a vilified outcast, receive such violent social rejection and die of poverty and remain unknown to history? What mistakes did she make?

**BOLIVAR'S ERRORS**

The freeing of things is the reverse unstated dramatization (the opposite side of the coin) to the slavery enjoined by the mechanisms of the mind. Unless there

is something to free men *into*, the act of freeing is simply a protest of slavery. And as no humanoid *is* free while aberrated in the body cycle, it is of course a gesture to free him politically as it frees him only into the anarchy of dramatizing his aberrations with NO control whatever and without something to fight exterior; and with no exteriorization of his interest, he simply goes mad noisily or quietly.

Once as great a wrong as depraving beings has been done, there is, of course, no freedom short of freeing one from the depravity itself or *at least* from its most obvious influences in the society. In short, one would have to de-aberrate a man before his whole social structure could be de-aberrated.

If one lacked the whole ability to free man wholly from his reactive patterns, then one could free man from their restimulators in the society at least. If one had the whole of the data (but lacked the Scientology tech), one would simply use reactive patterns to blow the old society apart and then pick up the pieces neatly in a new pattern. If one had no inkling of how reactive one can get (and Bolivar, of course, had no knowledge whatever in that field), there yet remained a workable formula used "instinctively" by most successful, practical political leaders:

If you free a society from those things you see wrong with it and use force to demand it do what is right, and if you carry forward with decision and thoroughness and without continual temporizing, you can, in the applications of your charm and gifts, bring about a great political reform or improve a failing country.

So Bolivar's first error, most consistent it was, too, was contained in the vital words *you see* in the above paragraph. He didn't look and he didn't even listen to sound intelligence reports. He was so *sure* he could *glow* things right or fight things right or charm things right that he never looked for anything wrong to correct until it was too late. This is the ne plus ultra of personal confidence, amounting to supreme vanity. "When he appeared it would all come right" was not only his belief but his basic philosophy. So the first time it didn't work, he collapsed. All his skills and charm were channeled into this one test. Only that could he observe.

Not to compare with Bolivar but to show my understanding of this:

I once had a similar one. "I would keep going as long as I could and when I was stopped I would then die." This was a solution mild enough to state and really hard to understand until you had an inkling of what I meant by keeping going. Meteors keep going—very, very fast. And so did I. Then one day ages back, I finally *was* stopped after countless little stoppings by social contacts and family to prepare me, culminating in a navy more devoted to braid than dead enemies and literally I quit. For a while I couldn't get a clue of what was wrong with me. Life went completely unlivable until I found a *new* solution. So I know the frailty of these single solutions. Not to compare myself but just to show it happens to us all, not just Bolivars.

Bolivar had no personal insight at all. He could only "outsight" and even then he did not look or listen. He *glowed* things right. Pitifully, it was his undoing that he could. Until he no longer could. When he couldn't glow he roared,

and when he couldn't roar he fought a battle. Then civic enemies were not military enemies so he had no solution left at all.

It *never* occurred to him to do more than personally *magnetize* things into being right and victorious.

His downfall was that he made far too heavy a use of a skill simply because it was easy. He was too good at this one thing. So he never looked to any other skill and he never even dreamed there was any other way.

He had no view of any situation and no idea of the organizational or preparatory steps necessary to political and personal victory. He only knew military organization, which is where his organizational insight ceased.

He was taught on the high wine of French revolt, notorious in its organizational inability to form cultures, and that fatally by a childhood teacher who was intensely impractical in his own private life (Simon Rodriguez, an unfrocked priest turned tutor).

Bolivar had no personal financial skill. He started wealthy and wound up a pauper, a statistic descending from one of the, if not the, richest man in South America down to a borrowed nightshirt to be buried in as an exile. And *this* while the property of royalists was wide open, the greatest land and mine valuables of South America wide open to his hand, and that's not believable! But true. He never collected his own debt of loans to governments even when the head of those governments.

So it is no wonder we find two more very real errors leading to his downfall: He did not get his troops or officers *rewarded* and he did not aim for any solvency of the states he controlled. It was all right if there were long years of battle ahead for them to be unpaid as no real riches were yet won, but not to *reward* them when the whole place was at his disposal! Well!

The limit of his ability consisted of demanding a bit of cash for current pay from churches—which were not actively against him at first but which annoyed them no end—and a few household expenses.

He could have (and should have) set aside all royalist property and estates for division amongst his officers, their men and his supporters. It had no owners now. And this failure cost the economy of the country the tax loss of all those productive estates (the whole wealth of the land). So it is no wonder his government, its taxable estates now inoperative or at best lorded by a profiteer or looted by Indians, was insolvent. Also, by failing to do such an obvious act, he delivered property into the hands of more provident enemies and left his officers and men penniless to finance any support for their own stability in the new society and so for his own.

As for state finance, the great mines of South America, suddenly ownerless, were overlooked and were then grabbed and worked by foreign adventurers who simply came in and took them without payment.

Spain had run the country on the finance of mine tithes and general taxes. Bolivar not only didn't collect the tithes, he let the land become so worthless as to be untaxable. He should have gotten the estates going by any shifts and should

have state-operated all royalist mines once he had them. To not do these things was complete, but typically humanoid, folly.

In doing this property division he should have left it all up to officers' committees operating as courts of claim without staining his own hands in the natural corruption. He was left doubly open as he not only did not attend to it, he also got the name of corruption when anybody did grab something.

He failed as well to recognize the distant widespread nature of his countries despite all his riding and fighting over them and so sought tightly centralized government, not only centralizing states, but also centralizing the various nations into a federal state. And this over a huge landmass full of insurmountable ranges, impassable jungles and deserts and without mail, telegraph, relay stages, roads, railroads, river vessels or even footbridges repaired after a war of attrition.

A step echelon from a pueblo (village) to a state, from a state to a country and a country to a federal state was only possible (in such huge spaces of country where candidates could never be known personally over any wide area and whose opinions could not even be circulated more than a few miles of burro trail), where only the pueblo was democratic and the rest all appointive from pueblo on up, himself the ratifier of titles if he even needed that. With his own officers and armies controlling the land as owners of all wrested from royalists and the crown of Spain, he would have had no revolts. There would have been little civil wars, of course, but a court to settle their final claims could have existed at federal level and kept them traveling so much over those vast distances it would have crippled their enthusiasm for litigation on the one hand, and on the other, by dog-eat-dog settlements, would have given him the strongest rulers—if he took neither side.

He did not step out and abdicate a dictatorial position. He mistook military acclaim and ability for the tool of peace. War only brings anarchy, so he had anarchy. Peace is more than a "command for unity," his favorite phrase. A productive peace is getting men busy and giving them something to make something of that they *want* to make something of and telling them to get on with it.

He never began to recognize a suppressive and never considered anyone needed killing except on a battlefield. There it was glorious. But somebody destroying his very name and soul and the security of every supporter and friend, the SP Santander, his vice-president, who could have been arrested and executed by a corporal's guard on one one-hundredth of available evidence, who could suborn the whole treasury and population against him, without Bolivar, continually warned, loaded with evidence, ever even reprimanding him. And this brought about his loss of popularity and his eventual exile.

He also failed in the same way to protect his military family or Manuela Saenz from other enemies. So he weakened his friends and ignored his enemies just by oversight.

His greatest error lay in that while dismissing Spain he did not dismiss that nation's most powerful minion, the Church, and did not even localize it or reward a South American separate branch to loyalty or do anything at all (except extort money from it) to an organization which continually worked for Spain as only it could work—on every person in the land in a direct anti-Bolivar reign of

terror behind the scenes. You either suborn such a group or you take them out when they cease to be universal and become or are an enemy's partner.

As the Church held huge properties and as Bolivar's troops and supporters went *unpaid* even of the penny soldiers' pay, if one was going to overlook the royalist estates, one could at least have seized the Church property and given it to the soldiers. General Vallejo did this in 1835 in California, a nearly contemporary act, with no catastrophe from Rome. Or the penniless countries could have taken them over. You don't leave an enemy financed and solvent while you let your friends starve in a game like South American politics. Oh no.

He wasted his enemies. He exported the "godos" or defeated royalist soldiers. They mostly had no homes but South America. He issued no amnesties they could count on. They were shipped off or left to die in the "ditch"—the best artisans in the country among them.

When one (General Rodil) would not surrender Callao fortress after Peru was won, Bolivar, after great gestures of amnesty, failed to obtain surrender and then fought the fort. Four thousand political refugees and four thousand royalist troops died over many months in full sight of Lima—fought heavily by Bolivar only because the *fort* was fighting. But Bolivar had to straighten up Peru urgently, not fight a defeated enemy. The right answer to such a foolish commander as Rodil, as Bolivar did have the troops to do it, was to cover the roads with cannon enfilade potential to discourage any sortie from the fort, put a larger number of his own troops in a distant position of offense but ease and comfort and say, "We're not going to fight. The war's over, silly man. Look at the silly fellows in there, living on rats when they can just walk out and sleep home nights or go to Spain or enlist with me or just go camping," and let anybody walk in and out who pleased, making the fort commander (Rodil) the prey of every pleading wife and mother without and would-be deserter or mutineer within until he did indeed sheepishly give up the pretense—a man cannot fight alone. But battle was glory to Bolivar. And he became intensely disliked because the incessant cannonade, which got nowhere, was annoying.

Honors meant a great deal to Bolivar. To be liked was his life. And it probably meant more to him than to see things really right. He never compromised his principles but he lived on admiration, a rather sickening diet since it demands in turn continuous "theater." One is what one is, not what one is admired or hated for. To judge oneself by one's successes is simply to observe that one's postulates worked and breeds confidence in one's ability. To have to be *told* it worked only criticizes one's own eyesight and hands a spear to the enemy to make his wound of vanity at his will. Applause is nice. It's great to be thanked and admired. But to work only for that? And his craving for that, his addiction to the most unstable drug in history—fame—killed Bolivar. That self-offered spear. He told the world continually how to kill him—reduce its esteem. So as money and land can buy any quantity of cabals, he could be killed by curdling the esteem, the easiest thing you can get a mob to do.

He had all the power. He did not use it for good or evil. One cannot hold power and not use it. It violates the Power Formula. For it then prevents *others* from doing things if *they* had some of the power, so they then see as their only solution the destruction of the holder of the power, as he, not using power or delegating it, is the unwitting block to all their plans. So even many of his friends

and armies finally agreed he had to go. They were not able men. They were in a mess. But bad or good, they had to do *something*. Things were desperate, broken-down and starving after fourteen years of civil war. Therefore, they either had to have *some* of that absolute power or else nothing could be done at all. They were not great minds. He did not need any "great minds," he thought, even though he invited them verbally. He saw their petty, often murderous solutions and he rebuked them. And so held the power and didn't use it.

He could not stand another *personality* threat.

The trouble in Peru came when he bested its real conqueror (from the Argentine), La Mar, in a petty triumph over adding Guayaquil to Colombia. Bolivar wished to look triumphant again and didn't notice it really cost him the support and Peru the support of La Mar—who understandably resigned and went home, leaving Bolivar *Peru to conquer*. Unfortunately, it had already been in his hands. La Mar needed some troops to clean up a small royalist army—that was all. La Mar didn't need Peru's loss of Guayaquil—which never did anybody any real good anyway!

Bolivar would become inactive when faced with two areas' worth of problems—he did not know which way to go. So he did nothing.

Brave beyond any general in history on the battlefield, the Andes or in torrential rivers, he did not really have the bravery needed to trust inferior minds and stand by their often shocking blunders. He feared their blunders. So he did not dare unleash his many willing hounds.

He could lead men, make men feel wonderful, make men fight and lay down their lives after hardships no army elsewhere in the world has ever faced before or since. But he could not *use* men even when they were begging to be used.

It is a frightening level of bravery to use men you know can be cruel, vicious and incompetent. He had no fear of their turning on him ever. When they finally did, only then he was shocked. But he protected "the people" from authority given to questionably competent men. So he really never used but three or four generals of mild disposition and enormously outstanding ability. And to the rest he denied power. Very thoughtful of the nebulous "people" but very bad indeed for the general good. And it really caused his death.

No. Bolivar was theater. It was all theater. One cannot make such errors and still pretend that one thinks of life as life, red-blooded and factual. Real men and real life are full of dangerous, violent, live situations; and wounds *hurt* and starvation is desperation itself, especially when you see it in one you love.

This mighty actor, backed up with fantastic personal potential, made the mistake of thinking the theme of liberty and his own great role upon the stage was enough to interest all the working, suffering hours of men, buy their bread, pay their whores, shoot their wives' lovers and bind their wounds or even put enough drama into very hard-pressed lives to make them want to live it.

No, Bolivar was unfortunately the only actor on the stage and no other man in the world was real to him.

And so he died. They loved him. But they were also on the stage too, where they were dying in his script or Rousseau's script for liberty but no script for living their very real lives.

He was the greatest military general in any history measured against his obstacles, the people and the land across which he fought.

And he was a complete failure to himself and his friends.

While being one of the greatest *men* alive at that. So we see how truly shabby others in leaders' boots amongst men must be.

### MANUELA SAENZ

The tragedy of Manuela Saenz as Bolivar's mistress was that she was never *used*, never really had a share and was neither protected nor honored by Bolivar.

Here was a clever, spectacular woman of fantastic fidelity and skill, with an enormous "flair," capable of giving great satisfaction and service. And only her satisfaction ability was taken and that not consistently nor even honestly.

In the first place, Bolivar never married her. He never married anybody. This opened up a fantastic breach in any defense she could ever make against hers or his enemies who were legion. So her first mistake was in not in some way contriving a marriage.

That she had an estranged husband she had been more or less sold to was permitted by her to wreck her life obliquely.

She was too selfless to be real in all her very able plotting.

For this marriage problem she could have engineered any number of actions.

She had the solid friendship of all his trusted advisers, even his old tutor. Yet she arranged nothing for herself.

She was utterly devoted, completely brilliant and utterly incapable of really bringing off an action of any final kind.

She violated the Power Formula in not realizing that she had power.

Manuela was up against a hard man to handle. But she did not know enough to make her own court effective. She organized one. She did not know what to do with it.

Her most fatal mistake was in not bringing down Santander, Bolivar's chief enemy. That cost her everything she had before the end and after Bolivar died. She knew for *years* Santander had to be killed. She said it or wrote it every few days. Yet never did she promise some young officer a nice night or a handful of gold to do it in a day when *dueling was in fashion*. It's like standing around discussing how the plainly visible wolf in the garden that's eating the chickens must be shot, even holding a gun, and never even lifting it while all one's chickens vanish for years.

In a land overridden with priests, she never got herself a tame priest to bring about her ends.

She was a fantastic intelligence officer. But she fed her data to a man who could not act to protect himself or friends, who could only fight armies dramatically. She did not see this and also quietly take on the portfolio of secret police chief. Her mistake was waiting to be asked—to be asked to come to him, to act. She voluntarily was his best political intelligence agent. Therefore she should have also assumed further roles.

She guarded his correspondence, was intimate with his secretaries. And yet she never collected or forged or stole any document to bring down enemies, either through representations to Bolivar or a court circle of her own. And in an area with that low an ethic, that's fatal.

She openly pamphleteered and fought violently as in a battle against her rabble.

She had a great deal of money at her disposal. In a land of for-sale Indians, she never used a penny to buy a quick knife or even a solid piece of evidence.

When merely opening her lips she could have had any sequestered royalist estate, she went to litigation for a legitimate legacy never won and another won but never paid.

They lived on the edge of quicksand. She never bought a plank or a rope.

Carried away by the glory of it all, devoted completely, potentially able and a formidable enemy, she did not *act*.

She waited to be told to come to him even when he lay dying and exiled.

His command over her who never obeyed any other was too absolute for his own or her survival.

Her assigned mistakes (pointed out at the time as her caprice and playacting) were not her errors. They only made her interesting. They were far from fatal.

She was not ruthless enough to make up for his lack of ruthlessness and not provident enough to make up for his lack of providence.

The ways open to her for finance, for action, were completely doorless. The avenue stretched out to the horizon.

She fought bravely but she just didn't take action.

She was an actress for the theater alone.

And she died of it. And she let Bolivar die because of it.

Never once did Manuela look about and say, "See here, things mustn't go this wrong. My lover holds half a continent and even I hold the loyalty of battalions. Yet that woman threw a fish!"

Never did Manuela tell Bolivar's doctor, a rumored lover, "Tell that man he will not live without my becoming a constant part of his entourage, and tell him until he believes it or we'll have a new physician around here."

The world was open. Where Theodora, the wife of Emperor Justinian I of Constantinople, a mere circus girl and a whore, ruled harder than her husband but for her husband behind his back—and made him marry her as well—Manuela never had any bushel basket of gold brought in to give Bolivar for his unpaid troops with a "Just found it, dear" to his "Where on Earth . . . ?" after the royalist captives had been carefully ransomed for jail escapes by her enterprising own entourage and officer friends. She never handed over any daughter of a family clamoring against her to Negro troops and then said, "Which oververbal family is next?"

She even held a colonel's rank but only used it because she wore man's clothing afternoons. It was a brutal, violent, ruthless land, not a game of musical chairs.

And so Manuela, penniless, improvident, died badly and in poverty, exiled by enemies and deserted by her friends.

But why not deserted by her friends? They had all been poverty-stricken to a point quite incapable of helping her even though they wanted to—for she once had the power to make them solvent. And didn't use it. They were in poverty before they won but they did eventually control the land. After that why make it a bad habit?

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And so we see two pathetic, truly dear but tinsel figures, both on a stage, both *far* removed from the reality of it all.

And one can say "But if they had not been such idealists they never would have fought so hard and freed half a continent," or "If she had stooped to such intrigue or he had been known for violent political actions they would never have had the strength and never would have been loved."

All very idealistic itself. They died "in the ditch" unloved, hated and despised; two decent, brave people, almost too good for this world.

A true hero, a true heroine. But on a stage and not in life. Impractical and improvident and with no faintest gift either one to use the power they could assemble.

This story of Bolivar and Manuela is a tragedy of the most piteous kind.

They fought a hidden enemy, the Church; they were killed by their friends.

But don't overlook how impractical it is not to give your friends power enough when you have it to give. You can always give some of it to another if the first one collapses through inability. And one can always be brought down like a hare at a hunt who seeks to use the delegated power to kill you—if you have the other friends.

Life is not a stage for posturing and "Look at me!" "Look at me." "Look at me." If one is to lead a life of command or a life near to command one must handle it as life. Life bleeds. It suffers. It hungers. And it has to have the right to shoot its enemies until such time as comes a golden age.

Aberrated man is not capable of supporting, in his present state, a golden declared age for three minutes, given all the tools and wealth in the world.

If one would live a life of command or one near to a command, one must then accumulate power as fast as possible and delegate it as quickly as feasible and use every humanoid in long reach to the best and beyond his talents if one is to live *at all*.

If one does not choose to live such a life, then go on the stage and be a real actor. Don't kill men while pretending it isn't real. Or one can become a recluse or a student or a clerk. Or study butterflies or take up tennis.

For one is committed to certain irrevocable natural laws the moment one starts out upon a conquest, either as the man in charge or a person near to him or on his staff or in his army. And the foremost law, if one's ambition is to win, is of course to win. But also to keep on providing things to win and enemies to conquer.

Bolivar let his cycle run to "freedom" and end there. He never had another plan beyond that point. He ran out of territory to free. Then he didn't know what to do with it and didn't know enough, either, to find somewhere else to free. But, of course, all limited games come to end. And when they do, their players fall over on the field and become rag dolls unless somebody at least tells them the game has ended and they have no more game nor any dressing room or homes but just that field.

And they lie upon the field, not noticing there can be no more game since the other team has fled and after a bit they have to do *something*; and if the leader and his consort are sitting over on the grass being rag dolls too, of course there isn't any game. And so the players start fighting amongst themselves just to have a game. And if the leader then says, "No, no," and his consort doesn't say, "Honey, you better phone the Baltimore Orioles for Saturday," then, of course, the poor players, bored stiff, say, "He's out." "She's out." "Now we're going to split the team in half and have a game."

And that's what happened to Bolivar and Manuela. They *had* to be gotten rid of for there was no game and they didn't develop one to play while forbidding the only available game—minor civil wars.

A *whole continent* containing the then major mines of the world, whole populations were left sitting there, "freed." But none owned any of it though the former owners had left. They weren't given it. Nor were they made to manage it. No game.

And if Bolivar had not been smart enough for that, he could at least have said, "Well! You monkeys are going to have quite a time getting the wheels going but that's not my job. You decide on your type of government and what it's to be. Soldiers are my line. Now, I'm taking over those old estates of mine and

the royalist ones nearby and the emerald mines just as souvenirs and me and Manuela, we're going home." And he should have said that five minutes after the last royalist army was defeated in Peru.

And his official family with him, and a thousand troops to which he was giving land, would have moved right off smartly with him. And the people after a few screams of horror at being deserted would have fallen on each other, sabered a state together here and a town there and gotten busy out of sheer self-protection in a vital new game, "Who's going to be Bolivar now?"

Then when home he should have said, "Say those nice woods look awfully royalist to me, and also those 1,000,000 hectares of grazing land, Manuela. Its owner once threw a royalist fish, remember? So that's yours."

And the rest of the country would have done the same and gotten on with the new game of "You was a royalist."

And Bolivar and Manuela would have had statues built to them by the TON at once as soon as agents could get to Paris with orders from an adoring populace.

"Bolivar, come rule us!" should have gotten an "I don't see any unfree South America. When you see a French or Spanish army coming, come back and tell me."

That would have worked. And this poor couple would have died suitably adored in the sanctity of glory and (perhaps more importantly) in their own beds, not "in a ditch."

And if they had *had* to go on ruling, they could have declared a new game of "pay the soldiers and officers with royalist land." And when that was a gone game, "Oust the Church and give its land to the poor, friendly Indians."

You can't stand bowing back of the footlights forever with no show even if you are quite an actor. Somebody else can make better use of any stage than even the handsomest actor who will not use it.

Man is too aberrated to understand at least seven things about power:

1. Life is lived by lots of people. And if you lead, you must either let them get on with it or lead them on with it actively.
2. When the game or the show is over, there must be a new game or a new show. And if there isn't, somebody else is jolly well going to start one, and if you won't let *anyone* do it, the game will become "getting you."
3. If you have power, use it or delegate it or you sure won't have it long.
4. When you have people, use them or they will soon become most unhappy and you won't have them anymore.

5. When you move off a point of power, pay all your obligations on the nail, empower all your friends completely and move off with your pockets full of artillery, potential blackmail on every erstwhile rival, unlimited funds in your private account and the addresses of experienced assassins and go live in Bulgravia and bribe the police. And even then you may not live long if you have retained one scrap of domination in any camp you do not now control or if you even say, "I favor politician Jiggs." Abandoning power *utterly* is dangerous indeed. But we can't all be leaders or figures strutting in the limelight and so there's more to know about this:
6. When you're close to power, get some delegated to you—enough to do your job and protect yourself and your interests—for you can be shot, fellow, shot, as the position near power is delicious but dangerous, dangerous always, open to the taunts of any enemy of the power who dare not really boot the power but can boot you. So to live at all in the shadow or employ of a power, you must yourself gather and *USE* enough power to hold your own—without just nattering to the power to "kill Pete," in straightforward or more suppressive veiled ways to him, as these wreck the power that supports yours. He doesn't have to know all the bad news, and if he's a power really, he won't ask all the time, "What are all those dead bodies doing at the door?" And if you are clever, you never let it be thought *HE* killed them—that weakens you and also hurts the power source. "Well, boss, about all those dead bodies, nobody at all will suppose you did it. *She* over there, those pink legs sticking out, didn't like me." "Well," he'll say if he really is a power, "why are you bothering me with it if it's done and you did it. Where's my blue ink?" Or "Skipper, three shore patrolmen will be along soon with your cook, Dober, and they'll want to tell you he beat up Simson." "Who's Simson?" "He's a clerk in the enemy office downtown." "Good. When they've done it, take Dober down to the dispensary for any treatment he needs. Oh yes. Raise his pay." Or "Sir, could I have the power to sign divisional orders?" "Sure."
7. And lastly and most important, for we all aren't on the stage with our names in lights, always push power in the direction of anyone on whose power you depend. It may be more money for the power or more ease or a snarling defense of the power to a critic or even the dull thud of one of his enemies in the dark or the glorious blaze of the whole enemy camp as a birthday surprise.

If you work like that and the power you are near or depend upon is a power that has at least some inkling about how to be one and if you make others work like that, then the power-factor expands and expands and expands and you too acquire a sphere of power bigger than you would have if you worked alone. Real powers are developed by tight conspiracies of this kind pushing someone up in whose leadership they have faith. And if they are right and also manage their man and keep him from collapsing through overwork, bad temper or bad data, a kind of juggernaut builds up. Don't ever feel weaker because you work for somebody stronger. The only failure lies in taxing or pulling down the strength on which you depend. All failures to

remain a power's power are failures to contribute to the strength and longevity of the work, health and power of that power. Devotion requires active contribution outwards from the power as well as in.

If Bolivar and Manuela had known these things, they would have lived an epic not a tragedy. They would not have "died in the ditch," he bereft of really earned praise for his real accomplishments even to this day. And Manuela would not be unknown even in the archives of her country as the heroine she was.

Brave, brave figures. But if this can happen to such stellar personalities gifted with ability tenfold over the greatest of other mortals, to people who could take a rabble in a vast impossible land and defeat one of Earth's then foremost powers, with no money or arms, on personality alone, what then must be the ignorance and confusion of human leaders in general, much less little men stumbling through their lives of boredom and suffering?

Let us wise them up, huh? You *can't* live in a world where even the great leaders can't lead.

L. RON HUBBARD  
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