

ORGANIZATION AND ETHICS

A lecture given on 18 May 1965

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Thank you for forgiving me.

What's the date?

Male voice: May 18, AD 15.

May 18th, AD 15, Saint Hill Special Briefing Course, Saint Hill, England, Earth, Espinol Confederacy, "This part of the universe is ours!" You don't know your address? Well, I like to give people their address and location.

Well, I—again, today I'm just filling in time. There's nothing much to talk to you about. Hardly any data. As a matter of fact, it's quite the reverse.

Some poor HCO Secs around the world are beginning to stagger under the burden of new policy letters and that sort of thing that have been coming out, and I should let you in on what that's all about. Very simple. They are the staff status policy letters which add up to the equivalent of about eight staff statuses.

And on the new org board we are going to remedy an old, old evil in organizations by putting on the org board the fellow's certificate initials after the name of the staff member, and then his classification as an auditor, and then the Roman numeral which is his grade as a pc, and then that is followed by an Arabic numeral which will give his staff status. And his staff status simply depends on what studies he has completed on a staff checksheet, and it says, then, for what staff rank he is now qualified.

Now, the way it happened in the past is, in trying to appoint somebody at a far distance, I was utterly unable to plow through all the fog and unknowns and so forth to find out who was there. But under the new system we will be swapping org boards around through the organizations at a mad rate. And these org boards, of course, will be direct copies of the org boards, so that in filling posts and that sort of thing, it is very simple just to look at the org board and to find out, well, who's qualified for promotion, see.

And in that particular way, you'll probably see something like this start appearing on an org board: "HGC staff auditor, HGA, VII, 9," see? Staff auditor. What the hell is he doing as a staff auditor, see? You'll see one of the secretarial levels, and so forth: "BS, blank, blank, 1." Of course, you'd never get anything that bad. It'd have to be a deputy of the deputy of the deputy, don't you see? But nevertheless, there is a slot missing on the org board, and here's somebody fitted by training, and that staff status also includes a factor of experience, you see?

Now, to get it—to be a general staff member on the new org board, a person has to have—to become a technical staff member—has to have a basic technical certificate, and that is earned in the organization, and it simply has to do with some of the basic and fundamental facts of the organization. That's all. It's a very, very simple thing.

And for an administrative staff member to have anything more than a temporary rating, they have to have just their basic certificate, which is just the basic organization certificate. They know where

the comm center is, you know? But nevertheless, have to have studied for those things and passed the little checksheet that goes with them. Then they're qualified as Provisional.

And a Provisional would be a Staff Status I, and a Provisional, of course, can be shifted. Now, a Provisional can be shifted about, don't you see, to balance up personnel and that sort of thing rather easily. You don't have to ask his permission to do so.

And after a period of time, if that person gets his provisional status checksheet filled for his next one, why, he moves up to a general staff member. And at that time, why, he has equality, privilege and fraternity, don't you see? And you have to shoot him in order to transfer him. You get the idea?

In other words, he has worked for and attained a position—where he—well, he could be pretty sassy and still have nothing happen to him. But then it goes on up from there. There are the ranks in an organization—just the same old ranks there have always been. There's In—Charge: a rank that we have called from time to time, this has popped up and disappeared, and so forth, we've called something an officer. Well, an in—charge would be the head of a subsection or something like that. It's like Address In—Charge; you've seen that on boards, and so forth. Well, that's your first and lowest executive rating.

And then there is the officer rating, which is simply the section. He's in charge of a section. Like you have here the Cramming Section. Well, that would be the Cramming Officer.

And then you move up and there's a couple of—or three designations that don't have any status as such but they are merely titles. So you understand that there could be quite a few titles on a board which aren't associated with status. Well, there's this thing called a communicator That doesn't have any rank or status; a fellow is a communicator, see?

And there's this thing called a deputy. You see deputy in front of a name, that doesn't mean there's anybody appointed to it. A post can also have deputies that has a regular appointee. You may see two or three deputies down from an HCO Exec Sec. You see? Deputy HCO Exec Sec. Well, it doesn't mean a thing.

If the post is assigned locally by an organization, why, it may only be assigned as a deputy. If it is appointed from Saint Hill, why, then that becomes an Acting, which is the first rank. And for a while the post is held under an acting status, and then is held in a full status. The 'Acting' is simply removed. But you'd know then the difference between a local and a Saint Hill appointment. Don't you see? Your local appointments are all deputy where they are executive appointments. If they're Saint Hill appointments, why, then they are Acting or nothing in front of it, you see?

That would be, for instance, say you'd have such a thing as Deputy HCO Exec Sec. That would be one of the higher—the highest two ranks in the org. That doesn't mean any permanency of any kind whatsoever Small breath of air can come in the window and take that title off the board, don't you see?

Because it's not anything but an assigned title. It's just somebody filling time until somebody can be put there or they can be confirmed, don't you see?

Then you see something like Acting HCO Exec Sec. Well, you'd know at once that that was a Saint Hill appointment, and that is an official appointment. And after a short period of time up to a year, why, that title is held as Acting, and then is wiped out on the Acting and becomes just HCO Exec Sec, and that was a full appointment.

Well, when I say that there are some of these statuses that don't have any number after them, don't you see, it's that type of thing, you see?

A deputy—well, that doesn't change anybody's number because they're a deputy, see? But a person would have to have, in actual fact, the staff status of the post to be an Acting. So they'd have to pass the check sheets about the organization, and so forth, in order to be an acting appointment.

Two or three things can occur then. You can take a person and put them on and see how they do, don't you see? Well, actually, you can't wait for Saint Hill to investigate something while the post of D of T is going begging, so somebody has to be assigned to this as a deputy situation. Now, that may or may not be reversed by Saint Hill, you see? And so a local org could fill up almost any post with a deputy rating. They don't have to consult anybody. But for that post to have any meaning or draw the pay of that level, it would have to be filled from Saint Hill.

And of course, Saint Hill is enormously assisted on this now because the Department of Examinations will be giving check sheet examinations for these, and right now are giving check sheet examinations without the check—sheet. They just take a blank piece of paper and every bulletin the person passes and policy letter they pass, why, they give them an okay on that as having been passed. Well, that's later transferred over to the check sheet where it belongs.

So, what I'm doing at this present moment is simply turning out the bulletins and policy letters and materials which are necessary for these various statuses. And they look an absolute avalanche, you see?

Here is your status for Director, your status for Secretary, your status for Executive Secretary. Relatively undifferentiated, these bulletins are just pouring out. So one will be the theory of the organization itself—the theory of its construction, how it is put together and why, don't you see? Well, this thing is coming right out alongside of, "Pens must be filled at nine o'clock in the morning," don't you see? Well, of course, that's an HCO Exec Sec's status — theory of the organization. How do you put it together? What makes it tick? There's an awful lot to know that way.

Now, one of the things that's interesting about these status hat books that will eventually be written—they're not now being written up in the form, but in the eventual hat book, you'll find it an interesting thing (some of these are now being put together), but there's a summary paragraph which takes the whole department. And a little sentence will take up the section. That will be the works.

That's simply heads. You see? Well, we take Department of Review. Now, the whole function and action of the Department of Review and everything that it does is all given in one paragraph—*thrrrrrp—boom!* See? And then each one of its sections is given in one sentence —*prrrrup*. But that heads the write—up—the full write—up—which just goes on page after page after page of the full write—up of the Department of Review and the full write—up of every one of its sections.

Well, a person working in that zone, who is slated for that quarter of the org, of course knows the big portions. But everybody else at a certain status level has to know the little paragraphs and sentences. That's so they merely know what that's for over there, not how to run it, so that they can work with it. They say, "Oh yes. Yes. That's such and so section. Oh, yeah, well, that's supposed to take the students and so forth. Yeah."

Well, actually, how they do that is quite remarkable but isn't included in the broad training level. So, if a fellow gets assigned then to a department or a division that he has not been in previously, why, in addition to that, his status might not be disturbed, but his appointment would remain Acting. Do you follow? Until he had mastered that particular division, and that's why the difference between the Acting and the Permanent appointment. You get the idea?

So, you never appoint—you could take somebody from a Permanent appointment, let us say, of a Director of a—well, let's take the D of T, he's a Permanent appointment D of T. And you want to upgrade him, and the post is open on Qualifications Division. So, well, the Secretary of Qualifications is open, and there is nobody eligible over in that line for status or longevity or anything else for it, and he's obviously for it, don't you see? Well, you could make this person Acting Qualifications Secretary and then confirm it at the time when he had burned the midnight oil on all of the hat books, you see, of that Division, and at that moment, why, he would become the Qualifications Secretary.

Now, that, you might say, is the long-range look. And true enough you've got to start somewhere to bring order and organization into things. And it is definitely the long-term look, and it's going to take quite a while to build this up. I don't imagine this will be in total operation before next week. Now, I'm joking there. I expect it'll be in total operation all over the world by August, in full cry.

It's very interesting that orgs right now are—they haven't got the org board yet. This is a foul trick on my part. It was not meaningful and so on, but there were some other things that had to be gotten out before you could get out the org board. And the org board shifted about a bit, and only a couple of weeks ago settled down into some framework that looked very good and doesn't seem to be a shifting framework at all. There it is.

And now it just depends on the thirty—seventh hour of my day in order to get it done, because I'll have to letter it—write it up and letter it totally. I've just got it in rough draft right now. I've got to put it in a more amplified rough draft and then letter it and then take it down to the darkroom and make big copies of the thing and then shoot it out all over the place, and they'll have their org board.

But this org board—bits and pieces of it have been released. For instance, the Technical Division was recently released. Well, just their Technical Division. I just told them to get in a Technical Division and appoint an Ethics Officer and appoint a Director of Examinations, see? That was all. Just their Technical Division and that and that.

Well, I showed them a little picture in a Sec ED—maybe you saw the Sec ED—just a crudely hand—drawn picture of the org board of the Technical Division. And that's quite adequate. And I told them to put it over underneath where they used to have the Academy and the HOC and so forth, and just put it down there in that form. Well, they'll get it up there and so forth, and then they'll find this horrible thing occur. Then they'll find that they no more than have that Technical Division more or less set up, they start to be hit by some of the traffic that's begun to move their ways. By the way, organizations are beginning to move off of Emergency right now. London just moved off of Emergency today and was highly congratulated for it. Other organizations are coming up, and things look pretty good.

But *Auditor 8* is going to hit in just a matter of weeks in their areas—to everybody in their areas. And that's going to start building up traffic, and that traffic will build in toward that Technical Division. So I'm trying to get them to get a Technical Division there in order to take care of the traffic and get their courses and so forth stretched out just right, to take the heavier traffic, see?

Well, that's dandy. They'll do all that. That's for sure. And they start moving traffic through their Technical Division, and they'll realize they've got an Ethics Officer, and the Ethics Officer will be finding his feet and straightening out the lines.

All the ethics really does is hold the lines firm so that you can route and audit. You see, all ethics is for, in actual fact, the totality of its operation—it is simply that additional tool necessary to make it possible to get technology in. That's the whole purpose of ethics, is to get technology in. Well, man doesn't have that purpose for his law and justice. He wants to squash people who are giving him

trouble. That isn't the case in the handling of ethics. It's an entirely different operation. And you'll find out it's a fabulously successful operation. They'll handle it with too much violence, and they'll handle it with too light, and they'll eventually get it adjusted, and they'll eventually learn this fabulously simple point: that ethics is there to let you get technology in. You see, it's the tourniquet before the doctor arrives. You got the idea? It makes it possible to get technology in.

If an area is too enturbulated and there's too much chitter—chat and yip—yap going on in an area, things are knocked apart and the people in it are being knocked around to such a degree you can't get technical in. All you've got to do is just shut it up long enough and say, "Down, dog!" right up to the point where you can—till the auditor arrives. You get the idea? So, you can just hold that area. Now you straighten it out with ethics and then you get the technology lined up. Now auditors start to audit with *the* process they're *supposed* to audit with, see? Now the cases start to move *through* the HGC the way they are supposed to. Now the student begins to go up through his courses and get the material he's supposed to. We don't have forgetful little omissions like not giving them any checksheets or anything, see? And this technical goes in, see?

Well, when you've got technical in, why, ethics — that's as far as you carry an ethics action. You carry ethics action to the point where you get technical in. No further.

And it's interesting to me, by certain comparative figures, that the publication of a suppressive as a suppressive person is apparently the equivalent of a public hanging. You get exactly—I'm not speaking jokingly—you get exactly the same responses from the individual.

And there's something interesting about that. Over the years I found out that when you cancel somebody's certificates — bang! — within two or three years he was back, straightened out and doing fine. At the absolute outside, two or three years. But when you didn't cancel his certificates, he wandered off and you never heard of him again and he went to hell. Now, there's an interesting one for you. That's simply an empirical datum.

For instance, the other day—I'm now checking off all mailings that go out from organizations — and the other day I was quite fascinated to see a name as the featured Scientology lecturer at a big open evening that was being advertised every place—a name. And five, six years ago, at least that, he went around in one small circle, and he was pounding and screaming and howling and that sort of thing, and he was going to do this, and that, and the other thing, and so forth. So I just told him, "Well, your certificates are cancelled, son. And by the time you see fit"—the way we did it in those days—"to get yourself five hundred hours of auditing at your own expense," I think it was, "why, we'll entertain giving them back to you."

Well, what do you know. At the time we used to do that, they always used to put on they didn't care. They didn't care. But it's very interesting how glad they always were to get their certificates back. That was what was remarkable. About two years went by and by George he did get his auditing; he did get straightened out, he's been doing fine ever since. And here he is, I noticed him the other day, and so forth (just checking through literature), why, he's the organization's featured lecturer at an open evening and so forth. In other words, everybody has forgotten about this until I've reminded you. Do you understand?

And when, in other words, you have exerted an orderly disciplinary action in some direction where somebody is wrecking people and trying to smash up the org and trying to push things around, for some reason or other putting a label on them brings them back. And if you don't do anything about them at all, not only does the enturbulation continue, but they go off and get lost and go to hell in a balloon. Isn't that an interesting thing?

So, my data is quite positive in that direction that it is a very unkind thing to do not to try to bring order into a Scientology area. And it's an extremely unkind thing to do not to give somebody a hard

knock when he's trying to knock down everybody else around him, and say, "Quiet, fellow. Let's quit it now." See? It's very interesting.

Now, man, of course, has a tremendous reaction to something called justice and what he laughingly calls justice. But of course, man has no understanding with which to back up any of these hangings that he commits himself to. In other words, he doesn't have real justice because it has no end product. Its total end product is punishment. Its total end product is doing something. Now, that it doesn't straighten out the community is manifest because—well, it does some good but—perhaps—but it's manifest in the fact that crime continues to rise across the world. And the crime statistics of the world today are going up much higher and faster than population is increasing. And it's such a worry to law enforcement officers today that those that I have spoken to, just within the last year, were in a very apathetic frame of mind, and they just wanted to lie down and quit. That's a funny frame of mind for the world's best police force to be in, isn't it? Well, that's because there's no end product.

Well, you put somebody in prison. So you put them in prison. So when you let them out of prison they go steal another car and you put them back in prison. Do you see? Worse than that, they are incapable of doing more than worsening an individual with the type of disciplinary action which they employ. So it has no end product but punishment, so it's just old—time, MEST universe "Punish everybody. Down with everybody," don't you see?

Well now, you try to bring in an ethics system across this line, of course you jar a lot of people's banks. And that is quite easy to do, because of course those words are to be found in the reactive mind as end words. So as a result you'll get a considerable reaction. But it's very interesting that much greater proportion of people in Scientology today favor a decent ethic level and favor ethics actions, weirdly enough, than are batting back against it because they see that this will square things up.

Well actually, what it eventually does is get them better training, better processing, a better organization and a better grip on the subject of Scientology and less abuse with it. That's the exact end product of an ethics action.

And ethics is only—people will have to learn this along these lines in Scientology, that the total extent of an ethics action is to get technology in. That's all it's for and not for anything else.

Now, you can't sentence people to technology. That's quite interesting. You can't sentence somebody to getting better. But you sure as hell can sentence him to not getting better. Because after all, what are we doing? We are factually and only there, gratuitously as a matter of fact, helping people to help themselves and to get better. That is our total action.

Now, nobody has got a pistol to *our* heads forcing us to do this, so the only thing that we would do would be the normal thing which we would do anyhow. After a guy has made just so much ruckus, we lose our desire to assist him. And that is really the basic expression of an ethics action. It's simply an expression of this normal reaction of "We don't care to assist you anymore" or "We don't care to assist you for a week or two. Let you think it over." Do you follow?

So, the end product of an ethics action is to get technology in. And that's its total action.

Now, far from blowing up an organization, if you very carefully look over the ethics levels — actions, or the justice actions of organizations and huge governments and empires, and companies and this and that, and compare these things, you find some rather astonishing data falls out in your lap. It's so contrary to what you might believe that you might tend to discount it. But after a while the data itself is too overwhelming.

The taut ship, the harshly run empire, the viciously conducted regiment, normally has a very high esprit and works like mad, can get itself out of most anything and survives practically forever. And the sloppily run ones go by the boards quick.

I first got on the track of this in studying... Some time, by the way, when you haven't anything else to do, read Gibbon's *Decline and Fall of the Roman Empire*. That's quite a thing. I undertook that some years ago because I was having trouble sleeping. But I decided I would read it from one end of that many—volumed volumes to the other—read the whole thing. And it was quite an interesting exercise. I hope I never get so ambitious as to start reading the *Encyclopaedia Britannica* from one end to the other. But, I will say, I am running out of reading matter now that Ian Fleming has picked himself up another body. May have to do it.

But, I was considerably struck in this study by something I didn't understand at all, and I couldn't make any sense out of it all, and it just left me gawp—jawed. Only long periods of progressive rule and recovery from barbarian attacks and internal upsets were periods when the emperor was a nut, just a sadistic boob. It doesn't make any sense at all. Now, a good emperor would come in, and he was going to straighten everything out and get the roads open and do all the progressive things he should have done, and he would be dead from within two to eighteen months. He would have been assassinated and everything would have fallen in. And then another bloke takes over. Tortures everybody in sight. Shoots everybody down in flames. Throws them to the lions and the elephants because just that afternoon he was bored.

Like Caligula: some fellow who was being king of the wood or something down somewhere south of town, so he went down there with some bully boys and killed him just for the hell of it. It was a sort of a shrine; he felt like desecrating shrines that day. He gave knighthood to his horse. He was a chattering maniac. And he went on ruling.

Tiberius, a pervert—years and years and years, and he dies with his boots off quietly in bed, surrounded by his weeping retainers. But the next guy after that that says he's going to defeat the enemy, and he's going to straighten out the empire and rebate taxes and do land reforms and do all the good things that you think a good emperor would do—dead!

And I couldn't believe it. And that datum kept racking around in my belfry, round and around. And every once in a while I'd... Well, it had to be true. Because there it was. It's part and parcel of history. So I looked it over and compared it to my own knowledge of the subject; yeah, that was true. I never tried to run anything like that. Gee, you know, it just didn't make any sense to me at all.

Now, I run an expedition or a ship or something like that, normally all the discipline that would take place on the thing is I'd whistle somebody up on the bridge—without a normal mast or anything that you're supposed to have, you know—I'd just say, "This is just between you and me. You've let the side down, boy. Now what you going to do about it?" And he would tell me what he was going to do about it, and that was the end of that. And I used to have very nice, quiet, orderly ships. I never lost anybody doing anything. It was quite amazing, see? So this other didn't make any sense.

Well, apparently you could, if you were dealing very intimately with a relatively small group, by the dint of personality alone, spread out an area of calm that everything is orderly in. All right.

Now, I'll let you in on a secret. You is about ready to move out into that turbulent area called de general public, and he's nuts! We're no longer just operating here, see? We've had our troubles internally but they're always at the public points of the org. They're where the org is hit by the public in general, see, those are the points you can expect to go. Those are the first lines to go out.

Well, the Registrar-pc line: just getting the pc from—to the Registrar's desk and getting the pc up to the D of P. That is usually the first line to go. Well, of course, that's the Reception—public entrance line, and the lines in that vicinity are always shattering. When I'm in an org I put that line together about every—once every three months. It just completely disappears and goes to pieces.

Well, that's an interesting thing, isn't it? I used to blame us—not very seriously—but I used to think there was something dreadfully wrong with us, that we tried to put a movement of this magnitude and wiseness on Earth and could still be that enturbulated and knocked about, and so on. I eventually got so I could look a little bit outside the organization, and I found out that we weren't being knocked about—that's what's funny. Compared to other things; they're really knocked around. Yeah, but they're held with a brutal discipline to hold them in line at all. They're stood right up there very tight.

But in our length of time of existence we've seen several organizations go to pieces. There are several governments that have gone downhill very markedly. They've become rather disorderly. Crime ratio has gone up. The number of bankruptcies per the number of companies has increased—increased—increased; it's going up higher and higher. The measures being taken by governments are normally aimed at managers. They're trying to sort of put things out of business. The enturbulation there is very great. The police officer has been less and less and less able to hold things. And during that same period of time we've been more and more able to hold things, and we have been getting better and better. And our organization lines are becoming more and more sensible, and we have had more and more duration—that is to say, more and more survival potential. And the technology at the same time was getting better, of course, but it was being better applied. Don't you see? We're running an exact reverse curve.

Well, we could keep this up for a long, long while. We could go on our gradient scale and to some degree individually and otherwise, why, we will go on our gradient scale. But if we suddenly start expanding organizations, we are reaching straight out into that raw, tumultuous mass called the public. We're reaching straight out into a society that has never looked so good and was quite so bad.

In other words, we had to have some kind of weapons, some kind of tools, to extend our reach so we could get our job done in time. Now, all we had to do was extend our reach. Now, how does a Scientology executive extend his reach? How does a Scientology staff member extend his reach? How is he able to hold more people still so that they can get processed? How is he able to do this?

Well, I found out another factor. And this is, by the way, the key factor that influences this: I found out that as people moved on up toward OT that a certain disdain occurred. Well, it ceased to be important, any more than you might consider it important to kick over an ant heap. If things got too annoying or something like that, somebody is going to bite. Do you follow me? Somebody is going to bite. So I started to design ethics when I saw that it was going to be necessary that people take orderly bites. You see, we've got to take orderly bites.

For instance, before picking up the Capitol at Washington, and turning it around on its base and setting it down again, you'd damn well better give somebody a Comm E~ Let's be legal about it. Now, that sounds utterly incredible, doesn't it? And yet you really are looking at something like that. It doesn't matter whether it is within your range of reality or not. Just envision it as a possibility. No matter how fancy this might be—but still consider it as a possibility—that if beings became more and more powerful and they became annoyed about something, and started to straighten something up, they're liable to straighten them up with such thoroughness that hardly anybody'd ever recover. Do you understand?

And—this is the other missing factor—unless they have some orderly method of straightening things up, they will take it upon themselves to straighten them up in their own jolly good way, and

it'll make one hell of a mess. Now, there was the entrance point of ethics. And the other side of the entrance point of ethics is as an organization expands... I don't say that an OT should be under justice; no, he must have some orderly, agreed—upon communication line by which he does something.

For instance, I'm in an argument right now with Washington, DC, on one simple fact: Our attorney there is absolutely aghast at the declaration of Lyndon Johnson as a suppressive person. He says this won't do at all. Well, I don't know, the guy is all over our backs. I think he's suppressive. He hadn't called off the FDA; we're having to do it ourselves. We're having to go over and undo practically half the government to get the FDA undone. You're not kidding, we are. You're doing a beautiful job over in Washington, do beautiful job. Not only do they have a Senate investigation of Health, Education and Welfare and the FDA going—which probably will cost the FDA the bulk of its appropriations and may kick the head out—but as soon as that's over the House is going to investigate the FDA.

They're already using our terms in the courts there when they discuss the matter The suit is only stated in the exact same terms which you could care to find in the policy letter which I wrote to cover it when it originally occurred. And the terms which occur in those policy letters and so forth are now part of US court pronouncements. So, we can reach.

And, of course, I was just joking. I did suggest, you see, however, that the president of the United States should at least be given an amnesty. And that we do this thing in an orderly fashion. And I really didn't see any reason why you couldn't consider him suppressive if he was trying to wipe out our organization by not calling off his dogs. I thought that was some of his responsibility.

But, our attorney says that this would make the president mad. Now, it's interesting that this is not contested by our attorneys because it is silly.

And, our attorneys down in Victoria—we're being less successful in this argument. We're arguing back and forth, but now a rather soft approach is being used on this and we're trying to get it done.

Let me ask you this burning question—let me ask you this burning question: Are you for just shooting somebody down without warning or do you want ethics? See? That's the question. Now, what are you in favor of? The kind of law that just freakishly and like the thunder and lightning all of a sudden strikes down anybody in sight? Or is it the kind of law that you say, "Here is the path. Narrow as it may seem, you try to take Scientology out of the running and that's off the edge of the path. And if you have done that, things are now going to happen. And we do them in a very legal fashion." In other words, we have no illegal hangings. Every one of our hangings is legally done. You get the idea? There's always thirteen turns in that hangman's noose. See, there's always thirteen steps to that gallows. In other words, even a blind man would find out after a while that he was being warned. You get the idea?

Now, this doesn't happen to be for me. I can handle you guys. I can handle a lot more. But what am I supposed to do, stand around here as the only cop?

Now, right now what you've got in essence is a little system of ethics which is being adjusted, in actual use—being adjusted and its procedures are being looked over And it's working very, very nicely. And of course, it isn't too different than what we've been doing, but it's being done on a scheduled action, and it is effective. And the only reason it's there is to hold things quiet until technology can be gotten in. All right. Very good.

In acting along these particular lines, we of course have it rattling around inside organizations, rattling around Scientologists. I imagine there are two or three people here on staff right now that probably in the last twenty—four hours have seen an ethics report handed in on them of one kind or

another Just some executive handed in an ethics report on them, see? "Did willfully and knowingly upset the ashtray all over my shoes." They're becoming used to the tools of the thing, and with familiarity they will then be able to use it sensibly.

They're now finding out how much shock you can give somebody with Scientology ethics. It is a brutal dose, man, when it's shoved all the way home. And they find out how lightly it has to be used. The lightness of use is fantastic.

For instance, we have had somebody who worked at Saint Hill here as a cleaner for many years, and no amount of talking to her, no amount of persuasion by others, has caused her to find out that there was an organization present or there was any kind of an organization going on. She just works for Mary Sue and myself, and she goes on and she does all this work and so forth, and if anybody else talks to her, why, she goes up in a screaming fit. Well now, you would expect ethics would upset somebody like that, but quite on the contrary. I turned her in the other day for a scarred frame on a door Obviously some heavy piece of furniture had been slammed against the door like an elephant butting into it — something very undelicate. And I wrote out an ethics chit and of course sent her her copy.

Now, you would have thought she'd have blown, screamed and so forth. She very nicely then answered up on the thing and stated that it had been done by workmen when they were moving furniture up on that floor And she did identify it, and so forth, and so help me Pete, today turned in a damage report on a broken curtain cord that she had found in the house and forwarded it to Ethics. From a person who a very short time ago just considered that we were all a lot of nuts, that was an awful upgrade of case.

No, if you're going to handle things in your immediate environment, if you're going to handle this mass of public out here, if you're going to handle raw meat and all of its suppressions and potential trouble sources and all the rest of this, and the various ills that we run into when we handle these people, you're going to need weapons with which to do it. You start funneling them into the organization and this guy says, "Nyah—yah—yah3" and he starts knocking around, "Wrrh—wrrh—wrrh—wrrh." Well, if you have any familiarity with this thing called ethics, you'll be able to tap him on the shoulder and he won't "Yah—yah—yah." At least, if he does, he'll "Yah—yah—yah" someplace else. You understand?

Now, you would be surprised what this does technically, how it backs up your technical. Now, here at Saint Hill—in our new activity which we call an HGC and which we had no public pcs for to amount to anything so we constituted a Qualifications Division here at Saint Hill — we put our Technical Division together and then put our Qualifications Division together And what's going together right now is the Qualifications Division in full. When we get the Qualifications Division in full again, we'll come back to the Technical Division and put it together again more broadly, don't you see? We'll play it against these two factors. What's getting all the attention right now is the Qualifications Division.

Now, in the handling of these various lines, it is simply putting up channels for people to travel on. Now, if you are going to do your job at all you are going to have to have some way to route and handle without getting into an altercation every time you said "Boo."

Now, in this HGC that we had running and so forth, we had two persons now, so far, that would have just baffled a D of P to the end of time. The D of P just would have gone around holding his head in his hands and wondering what to do, and he would have been sending a cable to Saint Hill or something like this. And he just would have been worried about this, and so forth. He wouldn't have known what to do. Because those were spook cases, those two cases. They ran like a dream, got tone arm action, they went outside and collapsed.

Now, one is collapsing on a highly cyclic basis. He's up on Tuesday and down on Wednesday, see? Three days ago he's telling somebody how bad off he is, but just today there's a despatch in saying how he's just found out his chest and asthma have cleared up. Well, you can absolutely count on the fact that within thirty—six hours it's how bad off he is again. This case is a roly coaster case.

What is a roly coaster case? This is your technical advance: Your roly coaster case is a potential trouble source and just on the other side of him there is a suppressive person invalidating his gains. And that suppressive person was always out of our view before, and we could just hold our heads in our hands saying, "Why does that guy get so good and get so bad? And how does he go up and down? Well, I'll audit him some more." The one thing you must never do is audit a potential trouble source. He's never going to get any better—not until he's labeled as a potential trouble source and told to disconnect or handle. He's going to go *bzzzzzzzzzz*. And actually it's an awful mess because by the fact he's getting better, he then becomes such a threat to the suppressive person that he just gets done in. His environment becomes absolutely unlivable. To the degree that he makes progress, the pressure has got to come back against him, and you're just killing the guy. The better you make him the more he's going to be hit from the other side.

And sometimes you don't—well, you don't even know the identity of this person, see? So you see a case going *bzzzz—bzzzz—blu*. What is this? He was in wonderful shape when he left your auditing room, terrible shape on Tuesday. Then he comes back and you give him a little assist, see? Now he's fine on Wednesday. On Friday you meet a friend of yours and say, "You know that pc of yours. Well, he was threatening to commit suicide last night, and they had to call in the police."

"What in the name of God is going on?" you'd think. See? Big mystery created. You'd blame it on your auditing—what had you done? You'd blame it on the technology you were using. Didn't have any relationship to it at all. Just on the other side of this boy and out of the sight of the auditor was a suppressive. Now, how are you going to handle the suppressive? Well, you'd certainly better label him one way or the other. Now, nobody is handling this person, and they're stark, staring mad. What do we do with this guy? How do we handle this bird?

Well, how we handle him is—by George, you better not go on processing that fellow. You better not, because you'll make him worse. No matter what you do about it you'll make him worse. It's not that your technology isn't working. That's the trouble: it is! You're spoiling somebody's total Svengali control here. And the harder you push at it and the better you make him—you could wind him right up, you know, with cyanide pills in the coffee. You understand? You're putting him in grave danger of his life.

So, what's the nice thing to do? He's always had this problem around him, but nobody ever said, "Your problem, fella. Do something about it." See, so you give him a little policy letter on the subject of the potential trouble source, and it tells him what he's got to do.

You don't even have to issue an Ethics Order on such an action unless—watch this now—unless technology doesn't go in. See? In other words if we can get technology in, short of shooting somebody, we will. You see? But supposing he starts going, "*Yow—yow—yow*," and so forth, and, "Poor Agnes. She has a perfect right to berate me because I am such a dog." Boy, this guy is caved in, isn't he? Now, he says, "Well, if you won't process me, I guess I will just have to leave Scientology too, to go off in my own way with Agnes." One Agnes a suppressive person; one pc a—not just a PTS now: he elected himself out.

In other words, the degree of action which you can put against him to straighten out the situation is quite considerable.

Now, the normal action would be to tip somebody off on this, even with an Ethics Order This is quite a normal action, not the preferred or the ordinary procedure. I'm just saying it's just one that

could be done. Cases vary. You would say, "Now, you know, you're going to be labeled a PTS, a potential trouble source here. And if you can just get your wife in before she is labeled a suppressive person, she can be processed. But after that point, why, we couldn't touch her—if it goes this far, and there's a lot of trouble in this. So why don't you get her over here and get her audited." Now, frankly, you wouldn't be able to do this in an organization which was just teaching and processing up to Level I. Because suppressives, let me tell you by experience, are pretty crazy—you understand—their normal run.

Now, if a person isn't very crazy, you hand the label to him, he'll straighten out; he can see the light. But if he's real crazy, man, he can't see anything. He's just got to fight. Well, if you knew what he was fighting you wouldn't feel so sorry for him.

He's back there on the track a few trillion years fighting the Ugbugs. He's solving a present time problem which hasn't in actual fact existed for the last many trillennia in most cases, and yet he is taking the actions in present time which solve that problem with the Ugbugs.

What the devil is that all about? Well, it's the guy is totally stuck in present time. He's got 99.9999999 percent of his attention units are at some past period of the track—an *exact, precise* past period of the track. And in that *precise, exact instant* he is fighting off something and is trying to handle something by some means, and those are the means and practices which he is using in present time. He does not have any problem with you; you do not have any problem with him at all—none! You aren't back there where he is, and he isn't up where you are. Now, you can *assume* there are problems, but that isn't the problem he's trying to solve.

And that is the whole anatomy of psychosis, and I knew we would find it someday. That's the whole anatomy: They're just stuck on the backtrack with 99999 percent. .. And they're fighting off—they're trying to give the person poison before they can be strangled themselves. So they've got to go around and they've got to give everybody poison, you see? And then they reclassify poison because that is too direct, you see? By cross—association, identification and so forth, why, then they've got to do something to get somebody to do something. And they just see it. And it just adds all up and everything becomes everything, and associative restimulators are all over the place. And they're actually performing this same action. They're performing this same action. So of course, you try to help this person, he misidentifies you at once just like a mad dog does. You extend any help in his direction and he bites you. Of course, he'd bite anybody that came anywhere near him. Why? The guy is stuck on the backtrack and the flying saucer pilots are getting him, don't you see?

Anybody that approaches him or tries to have any effect upon him of any kind whatsoever is immediately and instantly identified as a flying saucer person or something of the sort, and therefore has to be shot down in flames and killed, and so on. He's just defending himself in some mad insanity against things that are no longer there. And so on.

He falls into several categories as he does this, and they're very short and all that material is at Class VII.

But the action here that he is trying to do is mistimed. That is to say, it wasn't successful back then, but he's still trying to do it now. Only he's trying to pull it on you, so your effort to solve his problems do not in actual fact solve the problem he is in, because he's in a problem with somebody that hasn't got anything to do with you.

Now, you could blame yourself and say, "I wonder why I'm having so many problems with this person?" when in actual sober fact you aren't having any problems with this person. You're not even giving that person any problems. Do you see? No, he's just fighting off this chimera.

Now, another thing is, is when he is driven down to the first dynamic to that degree, he of course then will attempt to solve things by knocking off everyone else. That's a perfectly good solution: the way to live is to kill everybody. So if he sees anybody getting any stronger or any better, he goes stark staring mad. This is the one thing which mustn't happen! Nobody must get better because these flying saucer pilots, if they got any stronger they'd be able to get him! So nobody must get any better That's the one thing which mustn't happen. So Scientology will get it right in the teeth the better we get, you see—and the better known it is that we are actually helping people. You may think—you may think that the saving grace of Scientology is for everybody to know that it works instantly and immediately and just goes fine. Oh, no, no, no. That is the moment when you had better start watching out. We've gotten by so far because it is well known that we're complete frauds. It's almost as if I designed it that way.

Well, right now we're about to stick our necks out. We can handle anything that breathes—rapidly and immediately. We can push somebody up to Clear and we can push them up to OT. Here we sit. We've got the technology. We have the organizational technology. And as we start to expand and we start to have a broad, dramatic effect upon the community—already we're within an inch of it. We're receiving a bid, and are in receipt of a bid, that is from a vicinity of the United Nations to train Scientologists for it. Very interesting. International City is being listened to. The only organization I wrote it for was the United Nations. You've never seen me mention it since. I knew sooner or later they'd tangle up with it because they haven't got any other solution. They've tangled. I'm talking about Wednesday night.

Now, organizations start beefing up and getting big and sassy, and their pricing range and amount of service and that sort of thing starts to improve. Now, I'm not trying to run through just public. We've got to retrain psychologists, psychiatrists, doctors. We've got to train them. We got to handle them. Some of those guys are pretty batty. Fortunately for us they're not all crazy, but some of them are *real* crazy.

How do we handle them? Are we going to sit around and argue ourselves deal, dumb and blind about how we are not actually trying to hang them from the local rafter, that our process is an entirely different thing? Do we go on exhausting all of our energies on the more suppressive members of the society or do we—do you expend those same valuable energies upon the broader body of the society? Which do we do? Well, we certainly had better get out of the road the boys who want to stop us, because they're not trying to be convinced, they're just trying to stop you. If you made those flying—saucer pilots any stronger, man, they'd have it. See, they know what's dangerous, and that's people who get any bigger or tougher, because after all they're in this terrible state of having to fight off all these people, and very hard to do being followed by a green alligator.

You haven't had much experience yet on this Level Chart. We haven't actually given you much data about it. But as you start to put that together—and certainly those of you who move into Level VII — you're going to be aghast! You're going to be aghast at how wrong you have been. You have been wrong. You've been wrong right along with me. You've considered the insane portion of the society lower than it was; it's very, very high!

And you start running right down amongst the grass roots on these people, and you find out what they really think and what they really been up to all the time they were walking around wearing their cute little old lady's bonnet—*krdrdrdrd*—and life is going to be to you a much more exposed affair. And people are going to stretch out there, and the sheep and the goats are going to be looking different. And you're going to find out that some of these people that you had a little bit of trouble with and you thought they were just kind of a tough case—if you ever go back and process one of those guys, your hair will stand on end. A tough case? What the hell were you doing in the same room with a gorilla?

We've gone through one of these periods of finding out more about man and mankind that, of course, we couldn't crack the back of what's the anatomy of insanity. And we know that now. And you can—if you recall or look over literature and so forth of those days, I said the one thing you could understand about insanity is that we didn't know anything about it, and it was incomprehensible, and that was the thing you could understand about insanity. And we left it parked there.

Well, we've gone on to this point, and I can tell you down to a gnat's eye—brow what insanity is, see? Insanity is now comprehensible, totally comprehensible. I've just described it to you. You didn't find that very complicated, did you? Guy is stuck on the time track fighting off the werewolves. Ha—ha. It's not my guess, man, it's not my guess. That's subjected to processing proof that happens right before your eyes at VII—pow! There he is—boom! And that's the end of that process. You see?

In Dianetics, we were trying to run the track—we were trying to run the whole track and trying to make the track be good and so forth. We've moved so far in fifteen years that what might have taken us thousands and thousands of hours of very good processing can now be done in less than fifty with total positiveness on an insane Pc. That's progress.

You hit the society with that, you better damn well have the organization, you better damn well have the training, you better damn well have the ethics to back you up. *Adrdrdrd!* Talk about jumping into the tiger's mouth to see if he has halitosis.

I don't fancy myself in the role of having to be the only one who can bring any order, the only one who can straighten up something, the only one... You know, that "only one" gets tiresome after a while, you know? Of course, it would at once be a lie to say I didn't do the work, but would also be an imposition to say I was the only one who could then ever do anything. You see, these two points are different. So if I have any trouble at any time handling some suppressive at five or six thousand miles, I'm sure some executive someplace is having trouble handling him on the other side of the desk. So I've tried to give him weapons with which he could handle this situation. And those weapons are fitted well technically.

A potential trouble source *does* behave that way. A suppressed person is in that condition. If you label the person you can resolve the situation and get technology in. If you don't label them and don't call a spade a spade you will never get the technology in. If you don't clear the way for technology and use it to get technology in, it's going to take you many times as long to get the technology in so it speeds it up.

How long does an ethics action last? An ethics action lasts until technology is in. Elementary. How much ethics do you use? You use enough ethics to get technology in. When do you stop an ethics action? Well, you stop it when you've got technology in. This is very elementary and very funny because somewhere along the line you're going to have somebody complaining about all these unfinished cycles of action. Somebody is going to complain about them, but he'd be a fool if he did.

There's been an interrogation madly in progress. There have been interrogatories going out to this or that and the other thing. There is data being amassed. There's stuff being put in folders; there's programs of whole investigation of this and that is going forward. There's paper, paper, paper, paper, piling up here, and there's more work being done. And a Comm Ev has now been formed up, and they're busy choosing interested parties to this Comm Ev, and so forth. And all of a sudden you don't hear anything about it anymore at all. It's just dead vacuum. What happened to all this?

Technology got in. You understand? What was all that doingness? Well, that doingness was going to go all along and mounting up higher and higher and higher until technology finally got in somewhere along the line. You see? It's total planning.

And I'll tell you the awfulest thing you ever saw in your life. Terrible thing has just occurred. Lives are being blasted. Ruin stares many people in the face. In the London area at this exact moment there's a long, long list of interested parties that contain amongst them several very suppressive people, and some who are just there for witness purposes. Oh, it's a very serious affair It's a Committee of Evidence to obtain data on the spreaders of false and malicious rumors so that they can be sued by the association for redress and damages. And that moved right out into civil law, didn't it? In other words, that's a Committee of Evidence married up with civil law. And it means business too. If it doesn't settle down, why, it will go on proceeding, don't you see?

But what actually is occurring? Poor little old HCO up there has been just knocked around by suppressives until it doesn't know whether it's coming or going. So I just used this mechanism to say, "Down, dog. Let's have a nice quiet, quiet area while we get HASI London put back together again." See, there's no fake about it.

But to show you how bad it is, since HCO has been putting it in up there—putting ethics in—and straightening it up, straightening it up, straightening it up, they've been on a steady increase, and they've been on a sufficiently steady increase that they are now the first org out of an emergency area. Isn't that interesting? And they're going to have the ten, fifteen people that are stark, staring nuts in the London area—out of all of those millions of people in London, you see, there's only this little handful — and they're just going to be as quiet as a smothered bird. Going to be real quiet. And during their quietude, technology will get in.

It's all very interesting, because it's all very serious, and yes, it could go right on through to a final conclusion that did blast this, that and the other thing and would blow up most anything. But, it's a question then of when this technology will get in well in London. That's the only question. It's not a question of where does the ethics proceed. That is not the question at all. It's how long do you have to hold the area down?

Now, maybe, the HCO Sec up in London can breathe. She was being bothered the last couple of days a lot by interested parties calling in and saying they were innocent and hadn't said anything, and nobody was saying anything, and everything was awful quiet *where they were* which I thought was a very healthy sign.

You would be surprised how psychopathic some of these things can be because proceeding from a psychopath, of course, they're psychopathic.

You have no idea some of the rumors that go around—or maybe you do. They're utterly fantastic. It's all the more incredible because how the hell would I have time to do these things? How the hell would anybody have time to do these things? Here I am at work, hammer and tongs, turning out bulletins and plans, handling despatches, and roaring it up, and trying to form up this and straighten up that and so forth—and somebody thinks I've got time for some of these other actions. *Tshuth!* They compliment me.

And here's probably the only outfit that ever hit this planet that meant exactly what it said, and was doing exactly what it was doing, and was doing exactly nothing else, and was achieving its targets right straight along the line—*pow! pow! pow!* And this organization is guilty of "*Yack—yack—yack—yackjack and yack—yack—yack—yack—yack.* And the other day, *yek—yek—yek—yek—yoh.*"

I fortunately have some knowledge of the psychopathic personality and what he will do and imagine, but it's sometimes very peculiar how they can dream it up.

One of them the other day—very interesting up in London—I'll just tell you this little aside and so forth. Boy, he had everybody—oh, these big generalities, you see—he had everybody in East Grinstead was suing Saint Hill because Saint Hill was totally broke, you see, and our accounts were all in bad shape and everything was bad. You see, big great genera—

Saint Hill is absolutely paid right up to the notch. The only suits in progress at the present moment are those that we're leveling to collect a little money from some private persons that owe us some dough, not even Scientologists. *Huhh—hh!*

You never saw a happier, more prosperous picture. You never saw a public atmosphere around and about that was calmer, see? But this guy is saying, 'And it's all in a jam. And do you know what it's about? And my authority is, my attorneys which are down in East Grinstead and *mur—hurhur* and *mer—hur—hur—hur—hur.*' Oh, he's just having a ball, see?

So, the other day they lowered a slight boom on this particular direction and they called a spade a spade, and he was put as part of that Comm Ev up in London. And you know, he came in and told the people that he had told all this to, who had sat and listened to him and taken the notes on it, that he had never said anything like that before in his life; he had never mentioned it.

What people would miss about this: he believes that. He believes that, just as he himself never said it in the first place. It was some circuit. See?

Why, of course, now, he says with perfect truth that he never said it. That's true. How the hell could he say anything? He hadn't been there for seven trillion years.

Well, anyway, right now—right now with—when we haven't got things straightened out along on the new org board and a few things like that, you see more of ethics internally in organizations than you might ordinarily see. When you're sitting out along one of these organizational channels one day you'll just thank your stars. You're sitting there maybe as an Examiner and so forth, and some student will come in and fly up in your face, and so forth. And all you told him is he'd better study his E—Meter a little bit harder. And he just takes your head off and practically—so forth. And at that moment it's a choice between restraining yourself from frying his brains and sending a chit to Ethics so it will accumulate in his file. And I think you'll be very happy to send a little chit to Ethics and say, "Doakes. Discourtesy to Examiner. Ethics."

Of course, nothing happens to Doakes. In actual fact nothing will happen to Doakes for days or weeks. But sooner or later somebody will decide that it's too enturbulent right now in that particular course and so they'll go look in the ethics files, and they add them all up, and they find one nice, fat file, and they feel they need a head on a pike so there is Doakes. There's his head on a pike.

Now, we find out that all during this time that it wasn't hit or miss or by chance and so forth; we find out he in actual fact hasn't been making any progress, and it was actually damned lucky for us that we found out about it now, because we can do something about it.

So anyway, you'll find out that the organization will run as long as it has channels, and as long as the particles on those channels don't carom off the sides of the channels and collide with the working parts of the organization. Now, if you can bring that about, then you can have an organization that has a total capability of pouring through it practically the whole human race.

In the absence of holding the sides of the channel, being able to remove the barriers to progress — in the absence of such a tool, why, you just couldn't ever work up to volume. Everything has to be handled on such a tiny, particularized, individual basis, and people are caving in, and you have to

replace your Registrar every three months because the public impact wears her out, don't you see? That sort of thing. Well, you don't need that sort of thing as it goes.

So, I'm sure — I'm sure that the boys with the more entheta look at life got it all figured out that we've all gone stark staring mad, you see, with all this justice. No, we're just having a little fun with justice just now, and when we learn about it, why, we'll be able to control a fairly wide sphere of public in such a way that they don't all get destroyed. That's the main danger. The main danger to them is not ethics, it's having their silly heads blown off because they make somebody mad. See—not me. I wouldn't blow their heads off, but I can't guarantee somebody else won't.

So, there is more or less the way that things fit together these days, here's the direction that we're going. As a matter of fact, it's probably with your heads stuck down amongst the textbooks and wrapped around in the environment with various particles flying around and handling all sorts of small problems and that sort of thing, it may sometimes look like you're not really moving or going anywhere or things are happening which are very poor indeed, and so forth.

Well, you just take a little bit of an overall look at the situation and you find out that it's pretty, pretty darned fantastic. The only thing that's wrong with Scientology these days is the advances are quite unbelievable. Nobody could do this in fifteen years. It's not possible.

You're going to see a Scientology, in size and so forth, which compares to some of your very large industries in the not distant future. You will have amongst you not just Scientologists; you're going to have to fall back on a lot of wog, man. You can't make Scientologists that fast and use them in admin. It wouldn't be possible.

Yeah, well, you could give them a beginning Scientology course and you could do that. Well, here at Saint Hill I've already piloted the operation. I've been working alongside of non-Scientologists on staff for quite a while and it's very easy to do, as long as you have discipline in when they begin. You got to have discipline in when they begin and let them go along with it, and let them know something about it and handle it, and handle it in a disciplined fashion. If you do that you don't get any trouble—into any trouble with a non-Scientologist; he knows where he stands; he knows what the score is. And he'll work — he'll work very nicely, and a Scientologist can work right alongside of him.

As a matter of fact if he happens to be stark staring mad—and I do mean that advisedly—of course you have some collision, because you always do. But in actual fact, over a period here of six years, easily 70, 80 percent of the work at Saint Hill has been done by non-Scientologists who didn't know anything about it at all.

So, in your large Central Organizations, you'll find out the Technical and Qualifications Division; your upper executive levels and so forth, will be mainly composed and—they'll be actually totally composed of trained personnel. But then even in those divisions, all of your clerical actions, everything connected with filing and typing and keeping address plates, and putting things together, and all of the types of clerical actions you can shake a stick at, lots of professions that you could name, will be mixed up in that organization. Well, it has to be kept and straightened out, and that organization has to be straightened out too. That's been one of the little things that has been very hard in putting together the org board. How do you put together an org board that doesn't take a Scientologist to keep it straight. See?

And that's one of the things that's been solved in relationship to this because that takes a considerable amount of discipline. They find out that discipline is much better than the one in the factory which they just left. But if you don't have any discipline at all, they just collapse. They feel they—that you're soft in the head or something, and they don't know what to make you out. They

walk around. They haven't got any walls to bump into. They're very used to disciplinary walls, you see? Unless you give them some they feel quite disturbed and quite lost and quite unsafe actually.

So, we've piloted this out. So that's one of the factors of expansion.

And then you're expanding into a public where law and order has actually ceased to exist. Today you could no more get a person arrested for stealing your pocketbook than you could fly to the moon on a washboard. If the cop did arrest him, he probably wouldn't even bother to take him in front of the magistrate's court. You'd just be very interested if you wanted to talk to the police. This isn't being advertised, of course; it just happens to be deadly true. You're walking out into a society that is losing its grip on order, and it's a pretty poor show.

Now, you've got the additional fact that when you put in a stable datum, enturbulence will blow off. Well, let's not get all the enturbulence in our teeth, let somebody else have it in their teeth too.

The net result of what we're doing is trying to make an orderly show for the future. Those of you who are aboard at this particular time—may not on course, for instance — may not sometimes feel that you are handled with all the gentleness that you might be handled, that you're maybe *yanked* into this pattern and yanked into that pattern and so forth. And I don't come out and hold your hand. It's not that I don't want to talk to you—a long way from it, and so forth. I miss talking to you. As heavily as my schedule is put together, it's almost impossible for me to turn around twice. I have to economize and only turn around once.

The main thing about it is, is I do get individual reports on this, that and the other thing that's going on. I know about where you sit and know just about what the score is, and you'll find at this moment a Sec ED is transferring those students who have been on a slow drag over a considerable period of time into a special completion unit under Review, at no cost to themselves, which pulls them off of the lines, puts them back on the original checksheets they're on so they can finish that with a cycle of action and get what they came for and also have their cases straightened out and be terminated. That, of course, unmatched the unmatched particle flow. In other words, the student who has lagged behind.

We've had a unit on Emergency and this is more or less the way I'm ending the Emergency. You might say, we're pretty well ending the unit. But what we're doing in actual fact is simply... The machine now, you might say, is geared to take a certain particle flow of students along a certain particular line. Well, those who have been dragging are certainly going to get less attention unless they are given some special attention on this, and those that are overdue up into the next slots and so forth had better be handled. Well, the place to handle that is Qualifications Division because it corrects what's going on, on the assembly line. Don't you see? It takes things that can't run on the assembly line and puts them over and handles these. And that'll probably be taking place here tomorrow morning. The next day there will be a mad scramble on this. But the whole action is I've seen here very plainly that there are certain people who just plainly would never finish up at all unless they're given some specialized attention on the thing. And I don't intend to lose them. We need every auditor we've got.

You see changes like this. Sometimes you don't see the overall picture, and it's a little bit hard to understand, and it sometimes works some privation or upset on you once in a while, something like that. Well, I'm not trying to tell you it's all for the best in this best of all possible worlds, because that would tell you at the same time that I never make any mistakes. No, I don't—I don't work on that formula at all. I just try to be right far more often than I'm wrong, and then I consider if that's that and then we take care of that, then it will somehow or another work out. It's highly satisfactory in the final analysis. It's not so satisfactory, of course, when you happen to be the one who gets caught in the wrong solution.

But there's always, of course, one thing you can count on. I'm the first one to change it when I find out it's wrong.

Well, anyway, I wish you lots of success with you—with this new lineup and with the new unit that you'll be moved over onto. And I'm officially as of this moment ending the Emergency on Unit C without shooting anybody in flames.

It's been a lecture more or less on organization and ethics and how those things compare to each other and what their actual use is. And I hope you can benefit from it to some degree.

Thank you very much.