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# HOW BIG WAS OLD SAINT HILL?



**Briefing For All Staff**

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**“LRH™ ED 339R  
has the purpose of  
expanding EVERY org  
on this planet above  
and beyond the size of  
old Saint Hill.”**



(from LRH ED 339R-1 INT)

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# HOW BIG WAS OLD SAINT HILL?



**Saint Hill Manor**



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# Dear Staff Member,

The purpose of the Birthday Game is to expand your org to old Saint Hill size.

But, how big was old Saint Hill? As LRH says in LRH ED 339R INT:

"Well, to give you a hint, you all know how big and busy Saint Hill was in the mid-60's. Well, I ran it up from six staff to that in very short order indeed. It was the last org I ran directly as its ED. The bulk of policy in the OEC® volumes is concerned with how and why sh became SAINT HILL! And later policy has only built on that and refined it to fit all. It was not magic: it was just know-how and EVERY staff member knowing and wearing his hat and doing his job. SPECTACULAR! Ask anybody who was there!"

In 1982, the first How Big Was Saint Hill brochure was published. This brochure has been expanded and is reissued to you to give you reality on how big old Saint Hill was and so you too can get your org to expand to old Saint Hill size

We, at International Management, are here for the sole reason of seeing every org get itself fully on-policy, achieve its purpose of selling and delivering materials and service to its customers and reach the size of old Saint Hill.

In LRH ED 339R, LRH has established a direct line to the Senior Executive Strata for you to get your area expanding:

"They are there to help EACH POINT OF THE ECHELON FROM FLAG® ON DOWN! They are there to PERSONALLY help every CO and EC and Division head, every staff member across the whole planet with solutions and programs for EACH of those 11 points\*. Yay!

"I am sure they will personally make themselves known to you. But do not wait for that. Just put 'Snr Exec for' ahead of any of those 11 points and despatch and telex away! If you even think you need help on any one of those points covered in the 11, you can have it. They are *your* consultants. They KNOW their business."

"They are AT YOUR SERVICE!"

Use this hot tip from the top jockey, write to the Senior Execs and use this brochure to expand your org to the size of old Saint Hill!



Captain Guillaume Lesevre  
Executive Director International

\*The eleven points are: Establishment, Books, Marketing, An Active Field, An Influx of Public, Gross Income, Services, Quality, Call In, Films and Coordination. Since the issuance of LRH ED 339R, LRH added a 12th function, Materials, which is in charge of coordinating the different units producing compilations of LRH materials.



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# How Big Was Old Saint Hill?

This brochure is crammed with facts, figures and photos from old Saint Hill. It will give you a good idea of the kind of establishment and production levels you'll need to achieve, to earn the help of the Universe Corps.

In the mid-60's, Saint Hill was BIG and BUSY! It was full-to-bursting with Supervisors and Students, Auditors and Preclears and Co-Auditors. People streamed in from everywhere, happy to have the chance to learn the greatest Tech that Man has ever had, and to reach toward Clear and OT® states. They studied and drilled and audited at a sizzling pace from the moment they arrived.

The Org Board was IN. The Org Board was WELL-MANNED. Recruits received their HATS, studied them and got on with their jobs. LINES were held firm, routing forms were in full use. Dev-T was not allowed to rear its head. The proper conditions were applied to the scene. The org was on policy and the result was an expanding and flourishing scene with the staff well-paid and moving up The Bridge® classification and gradation chart. Morale was sky-high.

It was an exhilarating scene.

Ron himself photographed it for the Christmas 1965 issue of THE AUDITOR magazine. As a special treat, the following pages carry reprints of some of these photos from THE AUDITOR. They show how big and busy old Saint Hill really was . . .



Students going to old Saint Hill course rooms



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# Everyone Was Busy At Saint Hill



## Division 7

Dept. 21 LRH Communicator with part of Saint Hill Org Board in the background.



## Division 7

Dept. 21 LRH Aide and LRH Secretary.



## Division 1

HCO™ Area Sec.



## Division 1

Dept. 1 Dir of Routing, Appearances and Personnel.



## Division 2

Dept. 4 Saint Hill Auditor (foreground) and Dissem Sec Sec.



## Division 2

Dept. 5 Bookstore. Bookstore Officer (left) and Shipping Admin Clerk.



## Photographs by L. Ron Hubbard



### Division 7

Dept. 20 HCO Exec Sec (right) and Area Collections Cashier (left).



### Division 7

Dept. 19 Org Exec Sec (right) and Tech Sec (left).



### Division 1

Dept. 2 The Comm Center. Saint Hill Interne, HCO Courier and Receptionist.



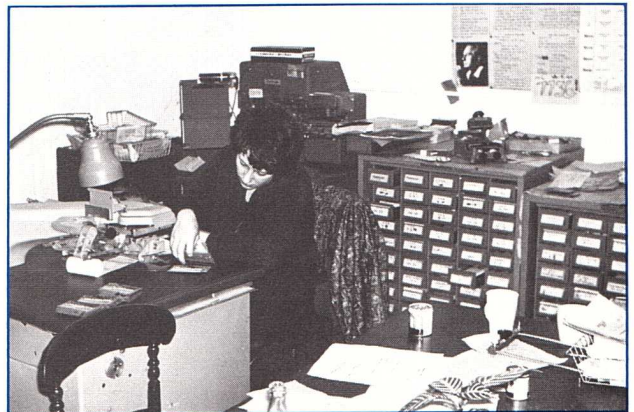
### Division 2

Dept. 4 Info Packet Compiler (foreground) and Book Compilation.



### Division 2

Dept. 6 Dir of Registration and Deputy Letter Reg.



### Division 2

Dept. 6 Addressograph-in-Charge.



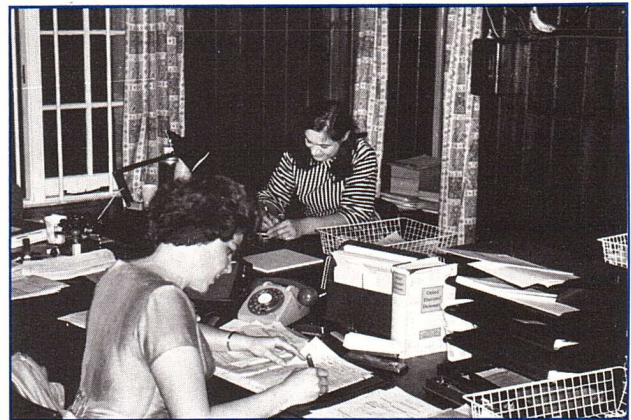
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# Delivering Full Scientology



## Division 2

Dept. 6 Registrar (foreground) and Advance Scheduling Registrar.



## Division 3

Treasurer (foreground) and Dir of Records, Assets and Materiel.



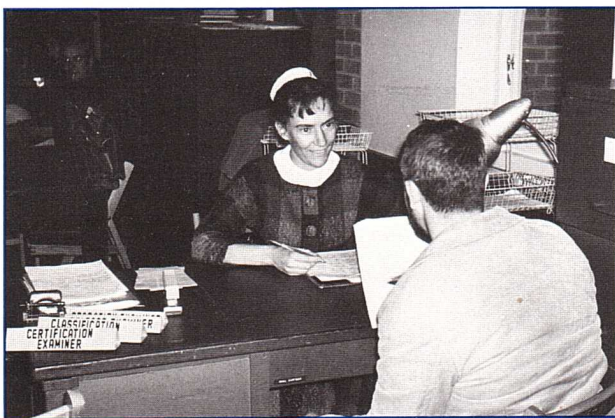
## Division 4

Dept. 10 Dept. of Technical Services. Academy Admin (foreground), HGC Admin and Student.



## Division 4

Dept. 11 Student listening to a tape.



## Division 5

Dept. 13 Dir of Examinations (left) and student.



## Division 5

Dept. 13 Dir of Certs and Awards (left) and preclear.



# Organization Services



## Division 3

Dept. 7 Area Collections and Cashier, Supply and Inventory Officer and Posting Officer.



## Division 4

Technical Secretary (sitting) and Dir of Processing.



## Division 4

Dept. 11 Students listening to a tape in the Chapel.



## Division 4

Dept. 11 In the Pavilion, Saint Hill Special Briefing Course Students. Supervisor (left) behind the desk.



## Division 5

Internes outside the Chapel with the Pavilion in the background.



## Division 6

Public on lines at Saint Hill. Division 6 kept the org flooded with public at all times.



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# Ride The Time Capsule To Old Saint Hill . . .

The graphs illustrated on pages 15-18 point out vividly the strength, stability and expansion of old booming Saint Hill. These graphs are the sole graphic record available from that time. However, sufficient records do exist to give us a picture of the establishment, organization and production that went into making that giant, long-term affluence.

Climb aboard the capsule, and come take a look at old Saint Hill . . . ah, we're there . . .

. . . You're very proud of yourself today. You and your nearly 250 fellow staff members have applied Ron's Tech well and enabled hundreds to make gains such as no one ever made before. And the Auditors you've trained will soon be helping thousands more!

You've really contributed to 5.4Xing your org's average weekly GI for a quarter—three times in the past thirty-three months (that's 16.2X total)! As a staff member during the past quarter you've been worth, in terms of the average weekly "GI divided by staff", £385 or \$670 (1982 equivalents). Already, you're well on the way toward the next 5.4X!



Friday graduation at old Saint Hill



Your teammates are proud, too. Working together, on-Purpose and on-Policy, your org has made stats like these during the past quarter:

Statistic	Weekly Average	Peak
Releases and Clears	193	261
Letters In	1,337	1,480
Letters Out	3,230	4,575
Gross Income*	£96,305 \$168,149	£135,190 \$236,042
Gross Booksales	£8,097 \$13,969	£12,255 \$21,142
Cash/Bills separation	£576,333 \$1,011,110	£1,017,500 \$1,776,555
New Student and Pc Enrolment	136	208
Students Completions	43	62
Well Done Auditing Hours	Averaging 1,000 hours weekly	
Combined Student and Pc Completions	185	258
GI Divided by Number on Staff (estimated)	£385 \$670	£570 \$944
New Names to Central Files	259	577
FSM Commissions Paid	£5,935 \$10,362	£10,585 \$18,417
*Note: All money stats in this grid are given in their 1982 equivalents—with compensation for inflation		

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Looking back over some of the high points of Saint Hill in the past thirty-three months, there are many of these for which you and your teammates will be applauded by the world of Scientologists™ almost two decades later:

21 Clears produced in one week—including 9 made in one day!

28 HGC Auditors and 12 Review Auditors—a total of 40 Auditors, each delivering 25 hours of auditing per week for a minimum of 1,000 Well Done Auditing Hours in the chair!

200 auditors in training—studying, drilling and co-auditing elbow to elbow!



Students co-auditing on the tennis courts at old Saint Hill

100 more students on the Solo Course (for a total of 300 students in the Division 4 courserooms)!

128 active FSMs, pleased to receive their awards in the FSM Award program. And the FSM I/C is proud to note that his FSMs' actions contributed a tremendous 55.3% of the org's service sales during the year!

Advance Bookings (registration) for four consecutive weeks of at least 25 pcs and at least 5 students!

To top it off, there's the flood of new staff who are now your good friends: 6 grew to 50, to 200, and then to 250 . . . the magazine going out on schedule like clockwork . . . the excitement of Graduation each Friday, always with new Clears and fully trained Auditors telling their stories and thanking the Founder for putting The Bridge there for all to cross . . . how delighted LRH was when the whole staff had achieved release, and the party that was held in celebration . . . the utter pleasure of coming to work each day and knowing and doing your job!



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Now, let's look at how the various Divisions were manned (at the time old Saint Hill counted 164 staff).

**DIVISION 7:**

ED, HES, OES, A/G, LC, 4 Clearing Course and OT supervisors, 2 night cleaners

**DIVISION 1:**

HCO Area Sec, HCO Area Sec Secretary, Dir of Routing, Appearances and Personnel, Personnel Control Officer, Personnel Procurement Officer, HCO Files In-Charge, Hatting Officer, Dir Comm, Mail Out Clerk, Mail In Clerk, Telephonist, Receptionist, four HCO Couriers, Telex Operator, Comm Inspector, Bulk Mail Clerk, Dir Inspections and Reports, Inspections Officer, Staff Ethics Officer, Public Ethics Officer, OIC Nightwatch, Val Docs I/C, TM Inspection Officer, Ethics Liason.

**DIVISION 2:**

Dissem Sec, Dissem Sec's Secretary, Dir Registration, four Letter Regs, four Letter Reg Typists, Hot Prospects Letter Reg, Advance Scheduling Reg and her clerk, Body Reg, Deputy Body Reg, Registrar's Communicator, Registrar's Secretary, Central Files Liaison, CF Supplies, two CF clerks, two Addresso staff, Dir of Promo, Pasteup Artist, three Magazine staff, Dir of Pubs, Printer Liaison, Bookstore Officer, Shipping Clerk and Bookstore Electronics (was in charge of showing films).

**DIVISION 3:**

Treasury Sec, Treas Sec's Secretary / Dictaphone Typist, Dir Income, Mail Invoicing, Cashier, Cashier's Communicator, Posting Clerk, Dir Disbursements, Disbursements Clerk, Dir Records Assets and Materiel, three more staff in the RAM department, Accounts Files Admin, Payroll Officer and the Purchasing Officer.

**DIVISION 4:**

Tech Sec, Deputy Tech Sec, Dir of Tech Services, Housing Officer, two Tech Pages, Case Supervisor, *twenty-eight HGC Auditors* and *eight Course Supervisors*.

**DIVISION 5:**

Qual Sec, Dir Exams, Dir of Review, Qual Interview & Invoice, Staff Review Officer, Staff Training Officer, OEC Supervisor, Interne Supervisor, Examiner, Student Examiner, Review C/S, twelve Review Auditors, Cramming Officer.

**DIVISION 6:**

Distribution Secretary, Dir Public Information, Dir Success, Dir Clearing, FSM Officer, Letter Typist and a Franchise Officer.

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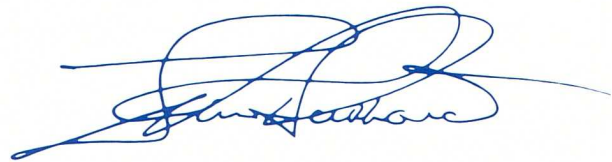
... There are staff we've missed on our visit, and—oh, did somebody say something about Div 6? The Dist Sec wants to know about our three-division Public Division system. He thinks the idea is terrific, and would help him 5.4X his division's stats in record-breaking time. Let's arrange for him to visit us in the time capsule on his next day off!

And let's invite all the staff and let them in on what's happening now and show them how we're playing the Birthday Game!



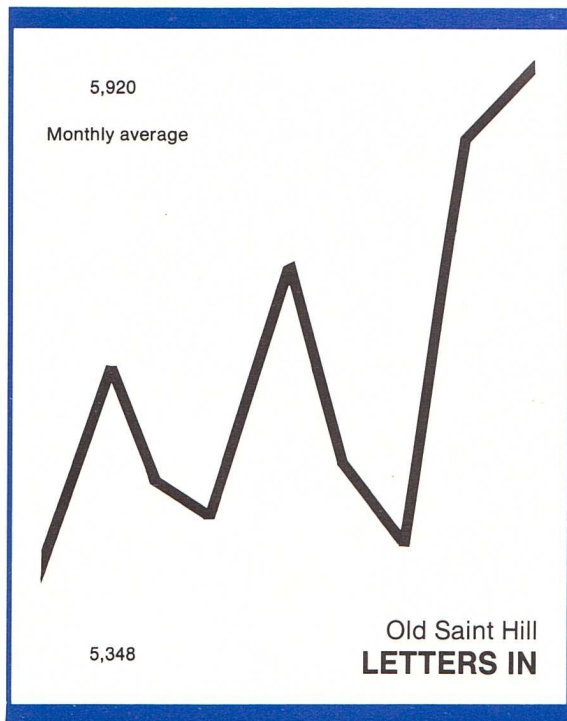
# A View Of Old Saint Hill's Expansion

"The optimum state of an org is so high that there is no easy way to describe it. All cases getting cracked, Releases and Clears by the hundreds, command of the environment. Big. That's an optimum state for any org."



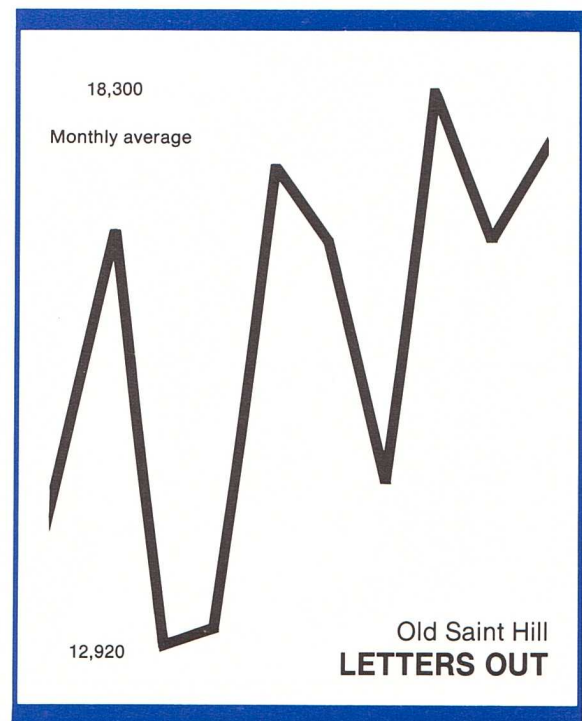
(HCO PL 16 May 65 II INDICATORS OF ORGS,  
New OEC Vol 0 p.367)

The graphs which follow show that this optimum state was achieved at old Saint Hill.



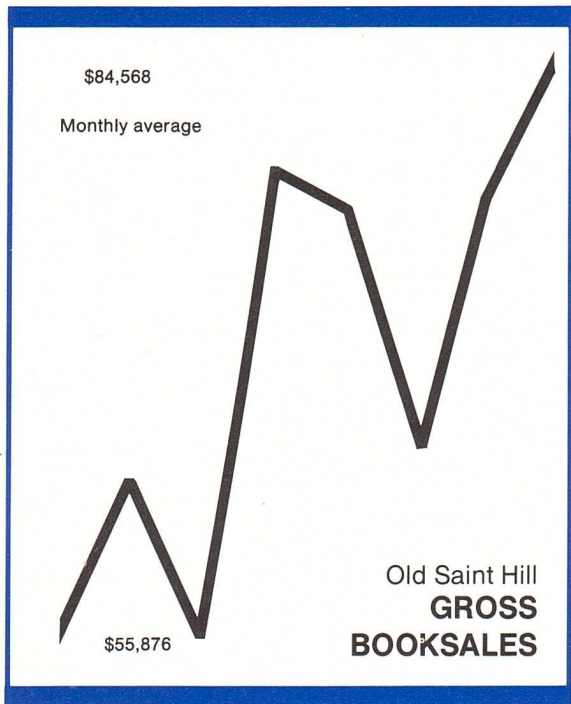
Nov 66

Sept 67



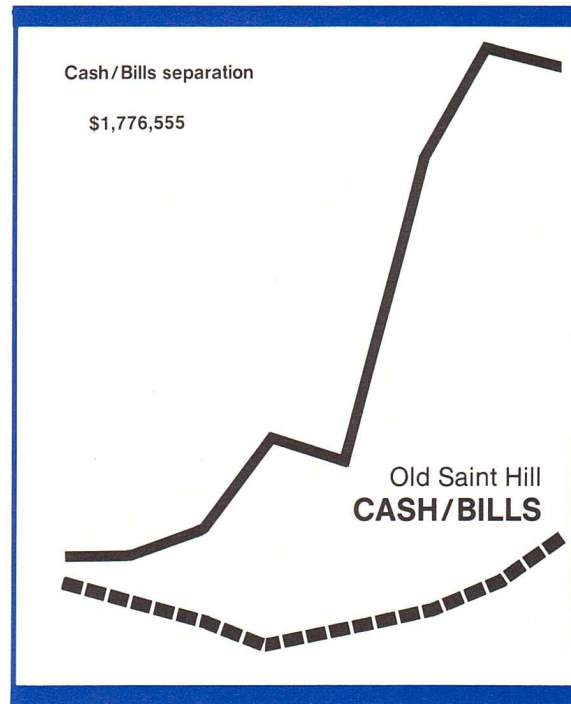
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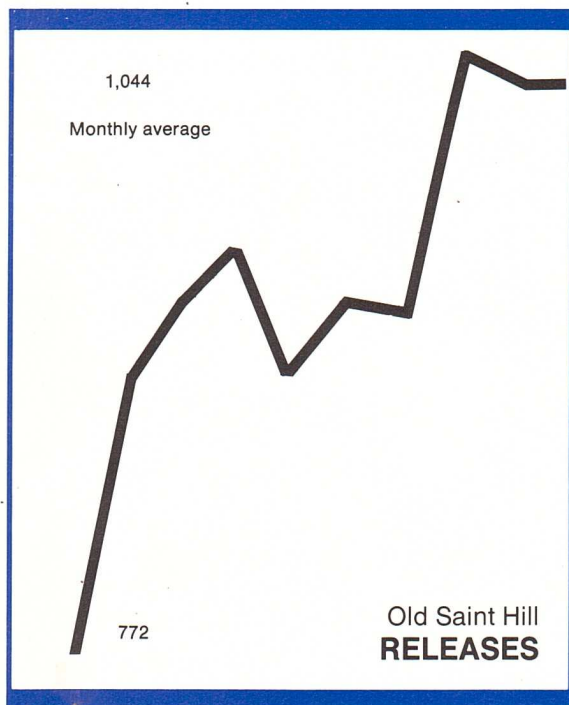
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Sept 67



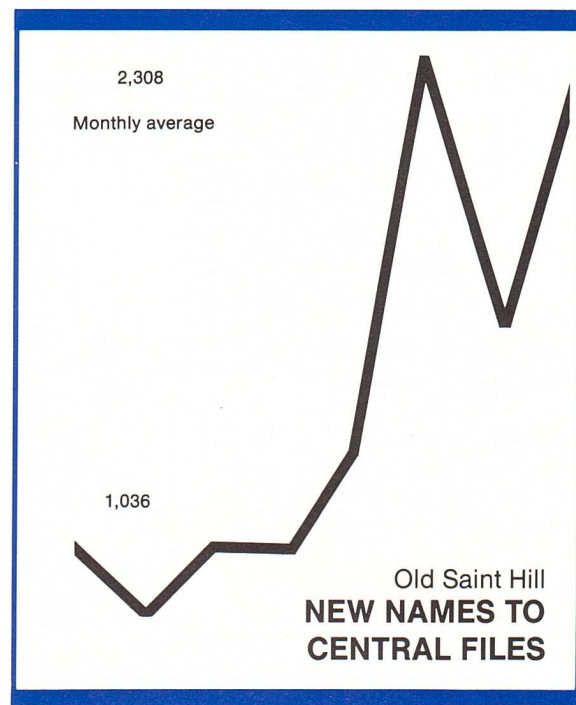
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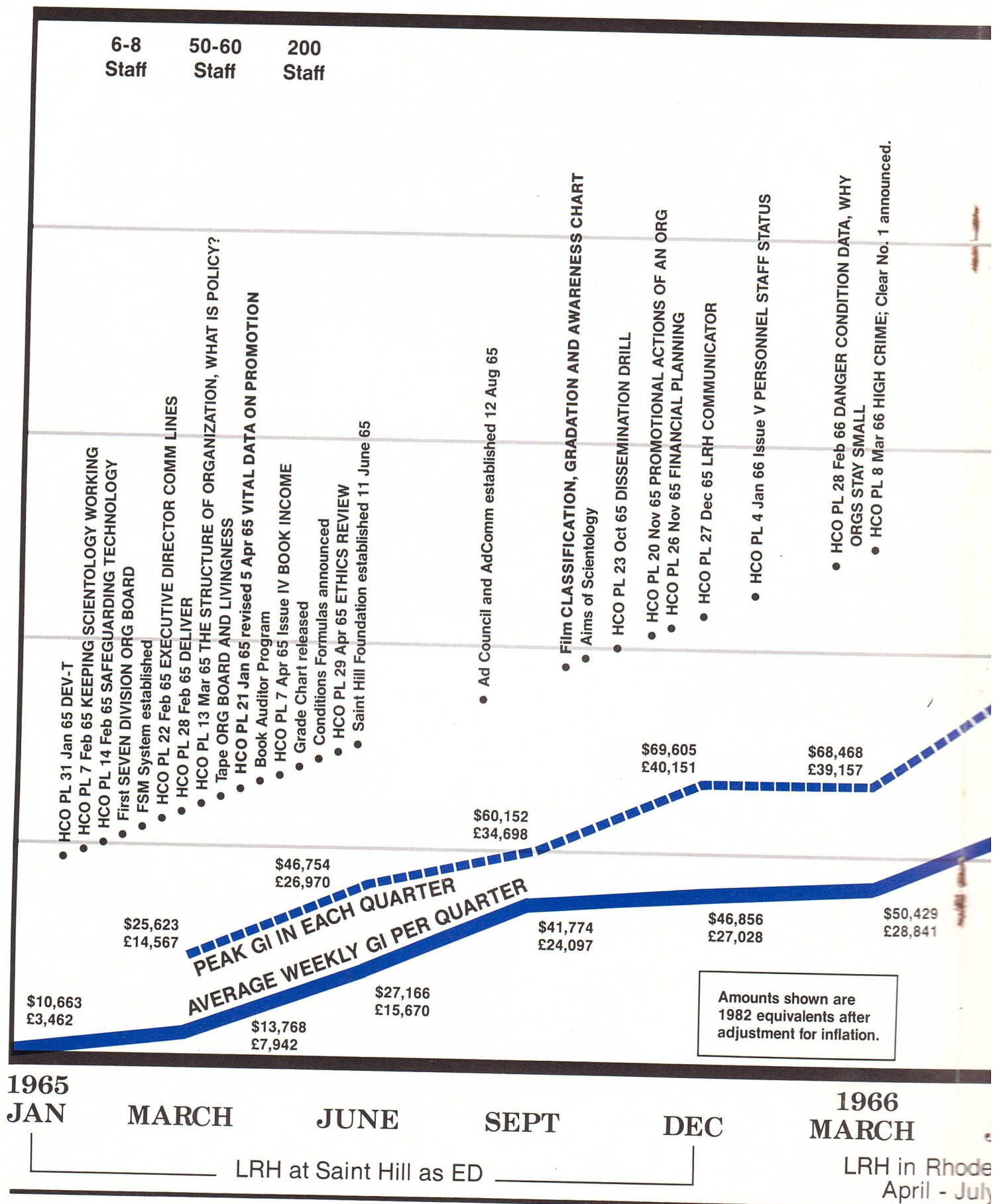
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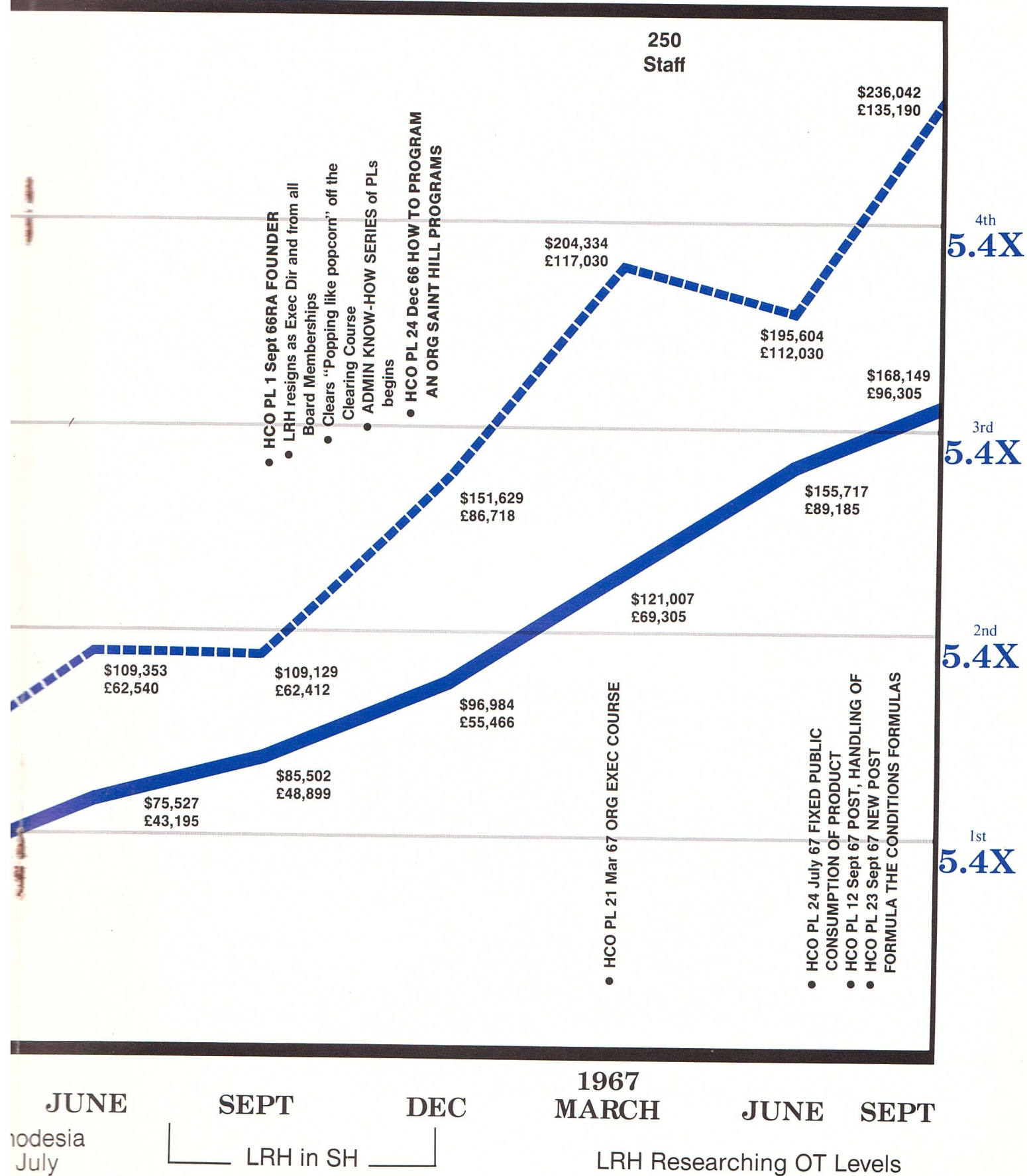
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Saint Hill income was measured in British Pounds Sterling (£). It is shown here also in U.S. Dollars (\$) for convenient reference.

Figures shown are the 1982 equivalents, after adjustment for inflation.

Inflation has lowered the value of both the Pound and the Dollar. £1 in 1965 would really be the equivalent of £5.33 today, in terms of what you could buy for it. Similarly, \$1 in 1965 had the buying power, or real value, of \$3.08 in 1982. (Calculations are based on the Consumer Price Index, which represents a scale of what it costs at different times to buy typical purchases of a worker's family.)

An Org today, to compare its GI to that of old Saint Hill, would refer to the figures on the graph.

The graph shows that a "5.4X" height would be reached first by a one-week GI "peak", and soon would be attained and surpassed by the average weekly GI. This is evidence of the superb establishment and organization actions that were continually going in as LRH wrote the basic policies now contained in the Organization Executive Course volumes.

Two Policy Letters used a great deal to handle any slipping of GI below normal range during this period were HCO PL 20 Nov 65RA THE PROMOTIONAL ACTIONS OF AN ORGANIZATION (Revised 4 May 1985), New OEC Vol. 0, p. 250 and HCO PL 30 April 65 EMERGENCY, STATE OF, New OEC Vol. 0, p. 475.

As LRH says in LRH ED 339R-1 INT:

**"From my observation now, there is no obstacle of any kind that stands in the way of any org's expansion if it will itself get its ethics in, follow the Emergency Formula and Affluence when it applies, use standard admin and standard tech and work together with the purpose to EXPAND!"**





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# **Saint Hill Boomed Through The Delivery Of Its Mainline Services**

At old Saint Hill, the accent was always on the full delivery of Grade Chart services in both training and processing. There was no bit and piece delivery. Preclears were given their full grades. Students were made into auditors.

The sale and delivery of mainline services were absolutely key factors in the affluences of old Saint Hill. Ron points this out in Sec ED 139 Int INCOME DATA, written on 26 November 1965:

**“We have just learned here at Saint Hill a reason for low income that possibly applies to other orgs.**

**“Registration (Letter and Body) evidently simply ceased to sell the main course (SHSBC) and standard SH-HGC offering (Power Processing) recently.**

**“Instead they began to sell ‘the latest’ (Solo Audit and Rehab). Like it’s possible to have a selling fad in an org.**

**“The standard commodities of an org are Academy Courses and HGC Intensives. If Letter Reg and Body Reg ceased to recommend these on all possible occasions and said instead to people they should buy a cheap HAS or an hour in Qual you would go broke.**

**“And that’s what I think is being done. The standard items (Acad Course and 25 hr Intensives) just aren’t being mentioned but a big sales talk is being made in letters and by Body Regs on the glories of some tiny item.**

**“If I were a registrar I wouldn’t let anybody buy anything but standard items. I’d develop a hollow laugh with which to ward off public efforts to buy cheap bits and a fast way to convince them of the truth—they’d get furthest and do best on Acad Courses and 25 hr Intensives.**

**“I’d also sell minimum hours for one grade like 25 hrs and to make another grade cost another 25 hrs.**





Students doing practical drills at old Saint Hill

**“Also I’d sell 6 courses at a crack and refuse to sell one with my hollow laugh.**

**“The cheap bits are merely accessories. They also are the ‘Low priced Potatoes Today!’ that get the customer in so you can sell the standard item.**

**“I think cheap biting by your letter and body reg lines is killing your income.**

**“It was here.**

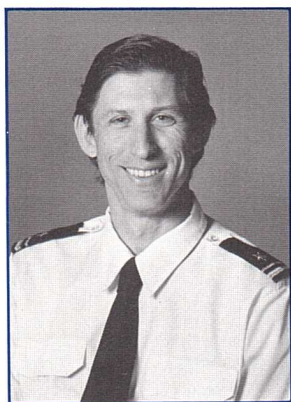
**“OUR LAST PERIOD OF AFFLUENCE CAME FROM FIELD STAFF MEMBERS SENDING IN SELECTEES WHO WERE THEN SOLD A STANDARD COURSE OR SAINT HILL HGC INTENSIVES.”**

**L. Ron Hubbard**



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# Remembering Old Saint Hill



**W**hen LRH released the first seven-

division org board in February or March of 1965, it was in his own handwriting.

"Just before that, he had a meeting of all Saint Hill staff in his office. There were about 24 staff, but only about 8-10 were actually Scientologists—most were domestic, grounds, estates or local secretarial helpers. The announcement: 'We are going to expand Saint Hill.' The very next product was the seven-division org board.

"It was literally an eruption of new material. Modern policy stems from that period. The codification of the basic laws of the third dynamic occurred: stat management, conditions . . . It's mind-boggling to recall.

"The Grade Chart too [released in May 1965] was just startling. Prior to that there were sequences of steps, routines to be done. But with the Grade Chart and data on releases, there was a way. The Bridge was in place as never before. And we had the org board and conditions to pave the way.

"We take so much for granted today. It's hard to conceive of what it was like without the reality of the Grade Chart and its orderly progress that we are so used to now.

"1966 brought the explosion of Clear.

'Who's next?' was the big question. It was tremendously exciting, bringing a whole fresh impetus to what Power Processing had built up in 1965. Clears were announced both at Saint Hill and in The Auditor. Clear numbers were very important. And in late 1966, OT I and II were first delivered at Saint Hill.

"There was familiarity with, and regard for, Policy. Everyone knew it, since they were there when it was released. There was nobody who hadn't read it. Later, Staff Statuses and OEC were done religiously.

"You didn't think of violating Policy. The attitude just didn't exist. Policy was part of the operating environment. It was known, but you also LIVED it.

"And of course Ad Council and AdComm every single week. It would have been impossible not to have an Ad Council or AdComm. That would be like not getting up in the morning, or not brushing your teeth!

"Qual was very strong. It did what it should. Certs & Awards operated just as in the policy letters. Things worked as they were supposed to.

"HCO was very strong too. Very strong Comm and Inspections departments. The Ethics Officer was highly trained and a key figure in the org. Many Boards of Investigation were conducted and nobody ever shirked doing them. There was no natter or disaffection, and no blows. There was no concern about 'conditions' or pay.

"It was a period of explosion, both in Tech and in Policy. All the things you read about were done."

David Ziff  
Flag Command Bureaux





**I** arrived at Saint Hill in April 1965

for the Briefing Course. There were about 56 or 57 on staff. LRH completed his research on Power in May, and with its release floods of people flocked to Saint Hill. By August, when Power Plus was released, there were 200 staff.

"It was CROWDED. People audited elbow to elbow, and nobody minded. Every inch of space, including the garden room was used. They put up a temporary building. They audited in the room where coal was kept. There was an abandoned kennel for a gone St. Bernard, and people even audited in that!

"All the Tech staff were on the Briefing Course or had completed it.

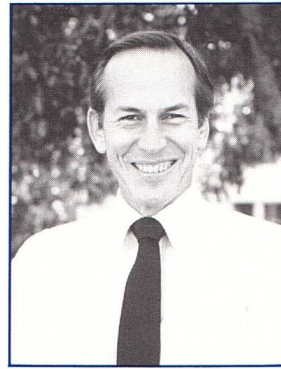
"Whenever a new Policy Letter came out, the whole crew would form a line to get checked out on it.

"All staff completed Power by the end of '65. LRH was just 'tickled pink'. They had a big party for the crew. Hired a band, had lights and streamers. LRH visited three times throughout the party.

"Graduations from the Briefing Course were a real glamor affair. The girls would get elaborate Frenchlooking hairdos and turn up in glamorous gowns.

"The first Clears came through in early '66—popping like popcorn once they started. In '66, LRH was able to leave the org in the hands of those Clears and go to Rhodesia."

Nancy Delano  
Flag Service Org



**I** joined org staff in 1962 and went to

St Hill in 1963. It was the ultimate in excitement in my life! The atmosphere was very exciting—every morning there was always something new on the board, freshly written by LRH in his handwriting, instructing us on what to do for the day. The key thing he told us he was aiming for was that everyone could do it—we could do it exactly the way he wanted.

"The most exciting part about it was that LRH was there giving you the materials, almost handing it to you. You can get the same feeling listening to the tapes today. He's talking to you and only you. The most outstanding thing about St. Hill was that you were very close to Source. In 1963 you started to get the idea of standard tech. If you did what LRH said, it would work. And if it didn't work, you hadn't done what he said. The checkouts on the materials were very, very tough—keeping the auditors, keeping yourself and the staff trained, just doing what LRH said. That was the guideline. If it didn't work you weren't doing what LRH said. That's it. And that got us through it.

"The atmosphere at St. Hill was one of very high production. I was busy all the time, from early morning till I went home at night. I left at 11pm, got to bed by midnight, back at SH the next morning at 800am. It was continuous like that until I completed my training.

"The supervisors were instructed by LRH almost daily. There was no time to waste,



every second counted. When you started training, it was very serious business. But it was more in the tone level of enthusiasm—it was fun to produce! We audited each other on anything and everything. It was great!

David Aldrich



**I** arrived at Saint Hill as a student in

August 1964. When I joined staff at Saint Hill in October 1964, I was immediately put on post as a Letter Reg. At the time LRH was working on the Advance Scheduling Reg hat and worked out how you took a person from the Letter Reg stages to the Advance Scheduling Reg stage. It was right around then that the first Advance Scheduling Reg pack was prepared.

"Saint Hill was very busy! There was a lot of recruitment going on. New staff members were instantly put on post and one thing that was very common was getting checked out on the policies of one's hat. There was a lot of emphasis on check-outs and putting people on post.

"There was a lot of time at Saint Hill then; one week felt like a month because so much was done, so many cycles of action were completed.

"It was very well organized, the org board was in. The lines were very greased and everything got handled right there and then.

Public were going through the lines very fast and smoothly with excellent 8C. There were quite a few tech pages who were constantly routing people. The person would finish a session and was instantly routed to the next point, on a routing form. There were never any "lost" bodies. People were always routed to where they were supposed to go and there was always somebody there taking responsibility for that person. The flows were very very fast throughout the whole org. It was exactly like the definition of power (speed of particle flow)."

David Hunter  
LRH PR Bureau International



**M**y first impression of Saint Hill? It

was BUSY and FRIENDLY. Always new people arriving, but it was very orderly and very stable.

"For a year I was Briefing Course Supervisor in the Foundation. I kept track of my stat throughout the week, and it was usually up, just from doing the actions of the post. I wasn't concerned with it—too busy producing!

"The org board was ruthlessly kept in. Command lines were held firm. Body traffic was just not accepted. Anything not business or public person went by dispatch, on very fast comm lines. There were routing forms

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for everything. Pages routed pcs on routing forms.

"The atmosphere was enthusiastic. Clears were being announced all the time. Big graduations on Fridays. Lots of very fast movement up the Grade Chart.

"Tech was THE most important event, and getting trained was the only real way to do it."

Malin Gelfan  
Flag Service Org



**T**he expansion in the summer of 1965 was humongous! The pace was very fast. Very fast. The emphasis was very, very much on tech training. A lot of co-audit was going on and the supervision was excellent. It was like clockwork. Everything was fast and very cheerful. The whole place was like that. There was no comm lag. You moved fast, there were a lot of pages and you were routed and guided and there was no waste of time. You were never sitting around waiting for anything.

"It was very smooth, the staff were real stable terminals. The service was utterly fantastic. The lines were flowing.

"There was so much auditing going on that you never knew where you would be audited next. One day I was auditing in a

building and the next day I was audited in a hut that had been built overnight to accommodate the traffic. You could see the expansion."

Eunice Ford  
Office of Special  
Affairs International



**I** joined Saint Hill staff in March 1964, when Saint Hill was very small with only about 20 staff total. The only vacancy was for a receptionist half days!

"Soon LRH decided to start an HGC and expand Saint Hill. His recruitment program was very simple—it was a Saint Hill Sec ED stating, 'Communications Officer. You are hereby authorized to hire any and all personnel.' So I did. We built Saint Hill up to over 200 staff and then we manned the Worldwide Executive division as well.

"It was a time of true evolution. Saint Hill was busy, fast, smooth, standard and very exciting!

"Policy came about in two ways then. LRH either wrote it, we checked out on it and did it. Or he gave orders to start something which we did. He would monitor the results as a pilot and then, having ironed out all the bugs he would write the policy and issue it to all orgs to use.

"Nobody ever operated on anything but



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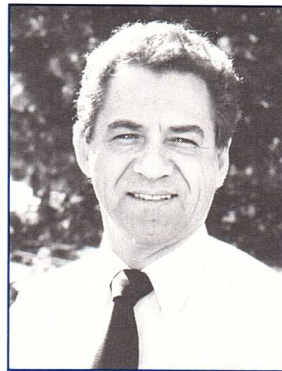
policy. No one would have thought to do anything other than what the policy said. It was a very simple org to work in. And of course the stats boomed!

"We recruited loads of staff, kept the good ones and routed off those that could not make it, with programs to get themselves eligible. No one ever blew or was disaffected. No one moonlighted. We were all too busy getting in the latest policy and expanding the Saint Hill scene.

"HCO was fully manned and operational. Every staff member had a hat and checked out on it. Staff Status PLs were in, in, in. AdComms and AdCouncil were very active and operated very much on the Promotional Actions of an org. We always strived to get them in 100%. That was the goal.

"The key thing was, we *knew* that if we did exactly what LRH said, everything would be OK. And it was OK. The stats showed it.

Monica Quirino  
Int Exec Strata



**I** remember a lot of auditing was

going on. We had to get tool sheds wired up with lighting and heat so we could audit! Every room in the place was packed and used for auditing. When the rooms got filled, we audited on the tennis courts! There was a lot of service. The morale was incredible; a whole awakening—everybody was really keen to get the job done.

"The course supervisors were very fast, they DEMANDED that the students show that they could apply the materials of the course."

James Byrne  
Advanced Organization of Los Angeles



Saint Hill



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# What About The Foundation Org?



Students on Course at Saint Hill Foundation

**Saint Hill Foundation in its heyday was a boomer, as busy as the Day org.**

The Foundation delivered all the major Saint Hill services. Its heaviest volume was in lower level services.

Students on the Briefing Course were required to audit Pcs from the raw stage upwards. The Foundation served those students and their pc's with reviews (at a low special rate), ethics handlings, exams and declares. The pc's were then moved onto lower services in the Foundation—HAS (Comm Course), HQS™, Academy Levels, Grades, etc.

The Foundation had a single hatted FSM I/C and a number of very active FSMs.

It was the Foundation org that mainly provided The Bridge® to total freedom for the local people (of East Grinstead).

**“The Purpose of the Evening and Weekend Saint Hill Foundation is: TO PROVIDE AUDITING AND TRAINING IN THE EAST GRINSTEAD SURROUNDS SO THAT A NO-AUDITING SITUATION DOES NOT OCCUR FOR LOCAL RESIDENTS AND TO KEEP**

**THE SAINT HILL AND WW ENVIRONMENT CLEANED UP SO THAT THEY EXIST IN A SAFE ENVIRONMENT.”—LRH—(LRH ED 1 SH FNDS)**

Many of the Foundation staff were themselves daytime Briefing Course students, who earned their livelihood (or some extra pocket money) as Foundation staff.

Day staff trained and audited in the Foundation.

Thus the Foundation and the Day worked together and complemented each other. And they both boomed.

While the day Saint Hill was begun much earlier and was more fully established during the boom period, the *productivity* per staff of the Foundation was just as terrific. The average weekly GI divided by staff in the third quarter of 1967 for the Foundation was equivalent to £416 (or \$723) in today's money, which is fully comparable with the Day figure!

Today, with Foundation orgs completely established as orgs in their own right in many areas, the potential for growth proven by the boom-period Saint Hill Foundation can be fully realized. And Foundation orgs can themselves become as BIG and BUSY as old Saint Hill!



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# Why 5.4X? (why not 3X or 2X or 8X??)

**“Well, the origin of that figure was a calculation of average of stats. And it vitally concerns the make-break point of an org.”**

**“So where does this 5.4X come from? It is the multiple of the GDSEs to get every org in the world back up just above their make-break point in relation to the current economic scene.**

**“That is why the comparison was made to old Saint Hill. It was above the make-break point of its day, WOW!”**

**—LRH** (LRH ED 339R-1 INT THE MAKE-BREAK POINT OF AN ORG)



Practical Course Room at old Saint Hill

The exact reason LRH worked out that 5.4X figure comes from the fact that 5.4X is how much the Gross Divisional Statistics and Departmental stats of an org must increase for orgs to actually pay a decent wage to staff.

In order for the average staff member to earn \$250.00 a week, it was calculated that the GI Divided by Staff would have to be 5.4X what it was when LRH ED 339R was issued.

When we are talking about 5.4X expansion, we are talking in terms of Departments, Divisions and orgs. We're talking in terms of GDSEs and Departmental stats. This is going to require more personnel. This is going to require actually the easing of overloads in various areas. It requires building one's Technical Training Corps and keeping it there as well as getting the org execs trained on the OEC and FEBC® courses.

Old Saint Hill was booming through training. It was

training many, many auditors and with taut courses supervised by unreasonable, 100% standard supervisors. It was as Ron wrote in HCO PL 17 September 62 AN ARRANGEMENT OF THE ACADEMY:

**“An Academy is as full as its snap and pop, and don't make any mistakes about this. Academy enrolment has very little to do with the Registrar. It has everything to do with the quality of the Academy. Sounds awfully funny. A bad Academy empties almost at once. There's no new enrolments in a badly run Academy. A good Academy mysteriously picks up a lot of enrolments. We've learned this over the years. It's the funniest darn thing you ever wanted to see. You never figure out how anybody found out. You hardly have time for them to find out. If the HGC drops in quality it takes 6 or 7 months to go down the drain as far as income and pcs**



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# And How To Achieve It??

are concerned, and it takes another 6 or 7 months to pick up again. This is not true about the Academy. It will do it in a week. It's just one of the most sudden things you'd want to see happen.

"What looks like a good Academy is having instructors know their business, and Schedules that are kept. A precise scheduling and instructors that know their business. And nobody puts up with anything but excellent auditing."

200 auditors were in training at old Saint Hill, not counting the Solo Auditors. This was really "thinking in futures"!

You see at once that to 5.4X an org's stats has everything to do with team effort, wearing one's hat exactly as LRH would and having the purpose to expand the org and doing it.

In LRH ED 339R Int, Ron gives the step by step program which will get you to 5.4X and expand your org to old Saint Hill size. This is THE BIRTHDAY PROGRAM with its seven steps.

As Ron said in that LRH ED, you have riches to help you do it: the help from the Senior Executive Strata and the Birthday Game Implementation Programs (339R Programs\*) which will send your stats out through the sky!

"ABOVE the make-break point, there's lots of money for things. Staff pay is good, tech staff is adequate not only to catch up backlogs but to keep up the present sales. There is a good HCO to keep ethics in and the staff can afford a Qual not just for the public but for staff enhancement."

"And how did they do this? It's all in the OEC volumes PLUS the Product-Org Officer tapes. They simply hired more staff, got them



Course Students pitch in to stuff THE AUDITOR mag into envelopes

on post, put the full form of the org there in an instant hatting blitz, demanded and got real production from every post. They didn't even use gimmicks! They drove the public in with the usual. They delivered good tech like mad.

"The major pluspoint was PURPOSE. We wanted a big, booming org and we got one. Anything that did not contribute to that was cast aside and everything that did was pushed in fast. On every post there were no other fish to fry." — LRH (LRH ED 339R-1 Int THE MAKE-BREAK POINT OF AN ORG)

L. Ron Hubbard

[\* A complete list of these 339R Programs is on page 30]



# The Birthday Game Implementation Programs

"Expansion takes a lot of bright ideas and everything. Well, those you don't furnish yourself, YOU CAN GET ADVICE ON ANY ONE OF THOSE POINTS ON YOUR ORG BOARD FROM THE SNR EXEC STRATA MEMBER RESPONSIBLE FOR THE SUBJECT. And I'll bet, right this minute, he's got programs he can zip to you that will send its stats out through the sky."

L. Ron Hubbard

(LRH ED 339R INT)

## I. ESTABLISHMENT

1. Establishment-Recruitment Program-SOED 2137-2R INT
2. Establishment-HCO Cope Officer Program-SOED 2137-2-2 INT
3. Ethics Program No. 1-LRH ED 39 INT-SOED 2137-2-3 INT
4. The New Hatting Program! The Sure Way to Get Your Org on Source, On Policy, and Build to the Size of Old Saint Hill-SOED 2137-9-8R INT
5. MAA/Ethics Officer Hat Addition-SOED 2156RC INT
6. Establishment-Staff MAA/Ethics Officer Hat Addition Implementation Program-SOED 2156-1RC INT
7. How to Achieve Infinite Expansion for Your Org-Your Saint Hill Org Board Implementation Program-SOED 2304R INT
8. How to Achieve Infinite Expansion for Your Org-Your Celebrity Centre\* Org Board Implementation Program-SOED 2353 INT
9. SO Orgs Recruitment Program-SOED 2137-2-7 INT
10. Celebrity Centre Recruitment Program-SOED 2053 INT
11. Routing Forms Program-SOED 3238 INT
12. HCO Functioning Program-SOED 3238 INT Pilot
13. Security Establishment Program-SOED 3241 INT
14. Exec Postings Program-SOED 2137-2-8 INT
15. Cont Exec Training Program-SOED 3509 INT
16. CC Sen Dissemination from Stage-SOED 2729 INT
17. Security Estates Org Program-SOED 2137-2-6 INT
18. Legal Ruds Program-SOED 2137-2-5 INT
19. Establishment-Get Your HCO Functioning Program IMEC ED 217 INT
20. Computerized Routing Forms Program-SOED 3247 INT
21. Exec Training Program-SOED 3833 INT
22. New OEC Volume Zero Program-SOED 2137-2-9 INT

## II. BOOKS

1. Boom and Expand Your Org Through Booksales-Booksales Program-SOED 2137-3-1 INT
2. Training Materials Program-SOED 2854R INT
3. Booksales Program Book Seminar-SOED 1258-2 INT
4. LRH Book Mult-SOED 2137-3-5 INT
5. Sell Books and Expand-SOED 2137-3-7 INT
6. Raw Public Booksales-SOED 2137-3-8 INT
7. Sales Manager Sales Program-SOED 2137-3-9 INT

## III. MARKETING

1. How to Expand Your Org Above and Beyond Old Saint Hill Size Through Marketing and Promotion (Cl. IV and CCs)-SOED 2137-4-1 INT
2. How to Expand Your Org Above and Beyond Old Saint Hill Size Through Marketing and Promotion for AOLA-SOED 2137-4-5 INT
3. How to Expand Your Org Above and Beyond Old Saint Hill Size Through Marketing and Promotion for AOSH EU, UK & ANZO-SOED 2137-4-3 INT
4. How to Expand Your Org Above and Beyond Old Saint Hill Size Through Marketing and Promotion for ASHO Day-SOED 2137-4-4 INT
5. How to Drive the Public Up The Bridge with Marketing and Promotion-SOED 2137-4-3 INT

## IV. AN ACTIVE FIELD

1. Your New FSM Program-How to Increase the Prosperity and Reach Out of Your Org-SOED 1307RE INT-also SOED 2137-SRC INT
2. Auditor's Association-LRH ED 120R INT-How to Get Field Auditors Actively Selecting and Contributing to 5.4X Expansion for Your Org-SOED 2137-5-2 INT
3. Superior Service Image Program No. 1-LRH ED 54 INT-SOED 2137-5-4 INT
4. Your New FSM Program for SO Orgs and FSO-How to Increase the Prosperity and Reach Out of Your Org-SOED 2137-SRB-4 INT
5. How to Get Scientology Disseminated from the Stage by Musicians-SOED 2729 INT
6. How to Get Field Auditors-SOED 2137-5-3 INT
7. FSMs for FSO-SOED 2137-5-7 INT

## V. AN INFLUX OF PUBLIC

1. Your Body Routing Program-Public Contact-How to Get Volume Influx of Public in Your Org-SOED 2137-6-1 INT
2. Delivering Dianetics Workshop-The Way to Another Boom (formerly Book 1 Co-Audit Seminars)-SOED 2137-6-3 INT
3. The ARC Break Program-How to Drive Public in on Your Org and Expand to Old Saint Hill Size-SOED 2137-6-5R INT
4. Your New Membership Program-SOED 2137-6-7RA INT
5. Your Dianetics Service Route Program-SOED 2137-6-8R INT
6. How to Contact New Celebrities-SOED 2728 INT
7. How to Get Celebrities Back on The Bridge to Total Freedom-SOED 2804 INT
8. Org Image and Appearance-SOED 2137-6-19 INT
9. Extension Course Package-SOED 2137-6-18 INT
10. Basic Public Promotion and Advertisement Program-SOED 2137-6-17 INT
11. Boom Public Flow Up The Bridge Through Standard Bridge Control-SOED 2137-6-11 INT, SOED 2137-6-14 INT, SOED 2137-6-15 INT, SOED 2137-6-16 INT
12. Sunday Services-SOED 2137-6-10 INT
13. 6 Month Membership Program-SOED 2137-6-15 INT
14. Boom Flow Up The Bridge Program-SOED 2137-6-14 INT
15. Celebrity Centre Program-SOED 2729 INT

## VI. GROSS INCOME

1. Your Only Valid Scholarship Program-How to Become Affluent and Expand Your Org by Making Auditors in Abundance-SOED 2137-7RB (also SOED 2164R INT)
2. LRH ED 236 INT Registration Program No. 2-How to 5.4X Your Org and Surpass the Make-Break Point-SOED 2137-7-1 INT
3. Treasury Division-How to Make Your Org Prosperous Through a Real Treasury Division-SOED 2137-7-6 INT
4. Paid Comps and GI Relationship Program-SOED 2137-12-5 INT
5. Central Files/Address Program-SOED 2137-3-8R INT
6. Letter Registration Program-SOED 2137-11-4 INT

## VII. SERVICES

1. What is a Course Program-How to Boom Your Org by Putting Standard Courses There-SOED 2137-8R INT (except EU), SOED 2137-8 INT (except EU), SOED 2137-8R INT (EU)
2. How You Are Limiting the Size and Income of Your Org-And How to Increase the Size and Income of Your Org-SOED 2137-8-1R INT
3. LRH ED 165 INT-Well Done Auditing Hours, How To Increase (to be done in coordination with LRH ED 66 INT-Instant Service Project)-SOED 2137-8-4R INT
4. LRH ED 66 INT-Instant Service Project-SOED 2271 INT
5. LRH ED 176 INT-Auditor Recovery-How to Build a Saint Hill Sized HGC in Your Org in a Matter of Weeks-SOED 2137-8-8 INT
6. The Bridge to Total Freedom Program-Your New Grade Chart Program-SOED 2137-8-13RA INT
7. The C/S 119 Addendum-SOED 2137-8-14 INT
8. The HCO PL 15 July 1984 Professional Rates Addendum-SOED 2137-8-15 INT
9. The FPRD Addendum-SOED 2137-8-16 INT
10. Delivery Expansion Program-SOED 2137-8-17 INT
11. Purification Program-SOED 2137-8-22R INT
12. Flag Crew 5 Star Service Program-SOED 2137-8-20 INT
13. Grade Chart Program Road to Total Freedom-SOED 2137-8-21 INT
14. Solo Delivery Program-SOED 2137-8-17R (Pilot)
15. Academy Levels I-IV and Co-Audit Delivery Program-SOED 2137-8-23R INT

## VIII. QUALITY

1. Affluence for the Whole Org Through a Real Qual Division-SOED 2137-9R INT
2. Case Supervisors-SOED 2137-9-1 INT
3. Your Technical Training Corps Program-How to Expand Your Org by Making as Many Technical Staff as Old Saint Hill had-SOED 2137-9-9RA INT
4. Program Drill-SOED 2303-2 INT
5. Qual Division Program-Special Addition for EU only-SOED 2137-9-1 INT for EU
6. Senior C/S Program-SOED 2137-9-2 INT
7. Hatting Program-SOED 2137-9-8R INT
8. ARC Break Program-SOED 2137-9-5R INT
9. Director of Val Program-SOED 2137-9-15 INT

6. Senior C/S Program-SOED 2137-9-2 INT
7. Hatting Program-SOED 2137-9-8R INT
8. ARC Break Program-SOED 2137-9-5R INT
9. Director of Val Program-SOED 2137-9-15 INT
10. Tech Trained Staff-SOED 2988 INT
11. Staff Up The Bridge-SOED 2137-9-16 INT
12. LC Staff Training Program-SOED 3524 INT Pilot

## IX. CALL-IN

1. Call-In: "Getting Your Public Up The Bridge Now" Program-SOED 2137-10 INT
2. Amplification of Operating Targets 23 and 25 of Call-In Program for SO Orgs-SOED 2137-10-1 INT
3. FSO Call-In Boom Program-SOED 2137-10-4 INT
4. Book Buyer Call-In Program-SOED 2137-10-6 INT
5. How to Compile Your Fully and Partial Paid List-SOED 2137-10-5 INT

## X. FILMS, CASSETTES

1. Films-LRH Tech Films: How to Improve Auditing Ability with Technical Training Films-SOED 2137-12-1 INT (except LATAM/EU/ITL), SOED 2137-11 INT (LATAM/EU/ITL)
2. Tape Play-SOED 2137-11-3 INT Pilot
3. Whatever Happened to These Civilizations-SOED 3338 INT

## XI. COORDINATION

1. Your Coordination Program-SOED 2137-12-1R INT
2. Your INT Production Strategy Boom Program-How to Implement the Current INT Production Strategy and Boom and Expand Your Org to the Size of Old Saint Hill-SOED 2137-12-4R INT
3. Streamlined Command Channels Implementation Program (Cl. IV)-SOED 2885-1 INT
4. Streamlined Command Channels Implementation Program (CLOs)-SOED 2885 INT
5. Urgent Important Flag Birthday Game IC Program-SOED 2308R INT
6. Top Priority FOLO RED 339 Implementation Pgm-SOED 2065 INT
7. FOLO Birthday Game IC Program-SOED 2310 INT
8. Top Priority Flag Bureau RED 339R-SOED 2065-16 INT
9. Flag Crew Production Program-SOED 3242 INT
10. Paid Comps/Gross Income Program-SOED 2137-12-5 INT
11. Magic of Good Management Program-SOED 2065-19 INT

## XII. NETWORKS

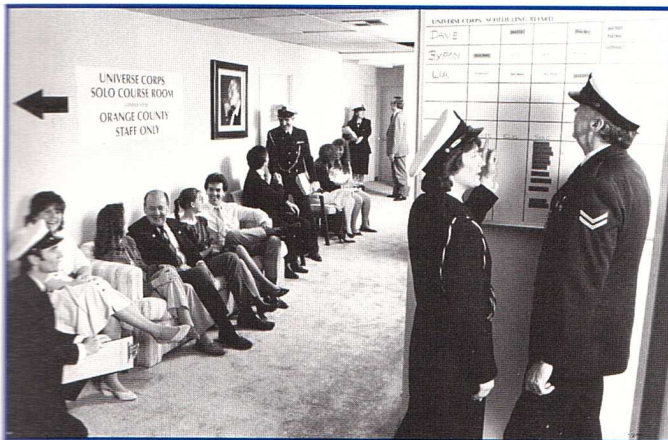
- A. LRH Comm and KOT Network
  1. The Org LRH Comm Program-SOED 2086-25RB INT
  2. The Cont LRH Comm Program-SOED 2086-2-2 INT
  3. Org Keeper of Tech and Policy Knowledge Program-SOED 2086-1-1R INT
  4. Refund Repayment Handling Program-SOED 2086-29 INT
  5. Cont LRH PR Dir Program-SOED 2086-31 INT
  6. Org LRH Comm and PRO Program-SOED 2086-36R INT
  7. Internal LRH Image Program-SOED 2086-32 INT
  8. Cont DMSMH PR Campaign-SOED 2086-33 INT
  9. Cont Way to Happiness PR Campaign-SOED 2086-34R INT
  10. Cont Drug Rehab Campaign-SOED 2086-35R INT
  11. Org LRH Image Program-SOED 3928 INT
- B. Senior HCO Network
  1. The Continental Snr HAS Program-SOED 2086-6 INT
- C. The Flag Representative Network
  1. The Org Flag Rep Program-SOED 2086-9RA INT
  2. Cont Flag Representative Establishment and Production Program-SOED 2086-10 INT
- D. The Flag Banking Officer Network
  1. Org FBO Birthday Game Program-SOED 2086-13RA INT
  2. Cont FBO Basic Program-SOED 2086-14 INT
  3. Org D/FBO For Marketing of Org Resources for Exchange-SOED 2086-13-1RB INT
  4. Cont D/FBO for Marketing of Org Resources for Exchange Basic Program-SOED 2086-14-1 INT
  5. Cont Gold Sales Rep Program-SOED 2137-11-5RA INT



# You Too Can Get The Universe Corps In Your Org!



“This is the deal: if you and your staff made your org as big and busy as old Saint Hill and it was stably so — not just one peak — the Universe Corps could come in, set up business in your Qual Staff Section and start pushing the staff right on up to OT!”



The Universe Corps team setting up business in Orange County



The Universe Corps team arriving in Advanced Organization Los Angeles

“But a lot of this depends on you! Your staff would have to wear their hats and your org couldn’t just become a staff clinic. They’d have to do their jobs as well as get their auditing. And it would be up to the org to have most of its staff clear before the Universe Corps would have anything to do. Your stats would have to be way up, the org as big as old Saint Hill at its prime.”

— LRH (LRH ED 339R INT)

LRH has made it completely within reach! Some organizations have now attained the size of old Saint Hill, and their Universe Corps teams have set up business in their Qual Sections!

The Universe Corps is formed up of highly trained Sea Org Members, whose only purpose is to audit you and your fellow staff up to full OT as soon as you have gotten your org to old Saint Hill size!

It is up to you as a team member to DO it and YOU CAN DO IT fast!

**When you think your org has reached the size of old Saint Hill:**

1) Send a telex requesting that an

Observation Mission visit your org to verify that it is stably expanding and has reached the size of old Saint Hill.

This telex should be sent to WDC, via ED INT, CO FCB, your CO CLO and via your Org Programs Chief at the CLO.

2) Upon receipt of your telex, Management will check your org stats against the stats of old Saint Hill and will send an Observation Mission to your org.

3) If the Observation Mission finds that your org is as big and busy as old Saint Hill, and stably so, International Management will send the Universe Corps to your org straight away!

“I thought you’d like it. That’s where these Birthday Games are headed.” — L. Ron Hubbard (LRH ED 339R INT)



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# A Tip From The Top Jockey

What were the successful actions that boomed Saint Hill in the mid-60's?

That's a burning question today—and it's answered by Ron himself in LRH ED 339R:

**"The bulk of policy in the OEC volumes is concerned with how and why sh became SAINT HILL! And later policy has only built on that and refined it to fit all. It was not magic: it was just know-how and EVERY staff member knowing and wearing his hat and doing his job."**

In March 1965, at the beginning of the incredible Saint Hill boom, Ron wrote:

**"POLICY is a rule or procedure or a guidance which permits the BASIC PURPOSE to succeed."**

**"A being, organism, organization, group or species or race learns in forwarding its basic purpose or meeting challenges to its basic purpose certain lessons. Certain procedures or courses of action, rules or laws were conceived at times of stress and some of them were successful. Those that were not successful or helped the opposition were bad. Those that were successful forwarded of course the basic purpose and were good."**

**"The successful ideas or procedures that assisted the basic purpose were then dignified by the status of proper ideas, acts, procedure or policy."**

**"Therefore policy is derived from successful experience in forwarding the basic purpose, overcoming opposition or enemies, ending distractions and letting the basic purpose flow and expand."**

The quotes above are all from HCO PL 13 March 1965 THE STRUCTURE OF ORGANIZATION/WHAT IS POLICY?

In the same issue he wrote,

**"Expansion formula:**

**"1. PROVIDE GOOD POLICY."**

**"2. MAKE IT EASILY KNOWABLE."**

**"3. BE STRENUOUS IN MAKING SURE IT IS FOLLOWED."**

—and this formula was brilliantly fulfilled in booming Saint Hill!

During the mid-60's Saint Hill boom, Ron wrote *how* it was done in a huge outpouring of Third Dynamic wisdom. By actual count, he wrote *over 370 policy letters in 1965 alone!* He put in such basics as the Org Board, the FSM system, Ad Council and AdComm, the Promotional Actions of an Organization, Financial Planning, Staff Statuses, the Conditions, Rewards and Penalties and many, many more.

These were proven by actual experience. THESE WERE THE PROCEDURES USED TO BOOM SAINT HILL!

Saint Hill staff were thoroughly checked out on new policy letters as they came out. And they *used* them.

For example, old Saint Hill 10X'd its Credit Collected in *one week* by writing individual letters and sending them out with statements. This is a means of getting in HCO PL 20 Nov 65RA THE PROMOTIONAL ACTIONS OF AN ORGANIZATION.

These policy letters are available to you today in the Organization Executive Course volumes. For example, HCO PL 13 March 65 THE STRUCTURE OF ORGANIZATION/WHAT IS POLICY? and HCO PL 20 Nov 65RA THE PROMOTIONAL ACTIONS OF AN ORGANIZATION are both in new OEC Vol 0 (pages 82 and 250).

As the top jockey says, "Ask anybody who was there!" Earlier you've seen what those who were recently asked said.

How do you get in Saint Hill's successful actions?

**"Well, the policy in your OEC volumes gives you the map. So follow them and MAKE THE SURROUNDS YOU JUST LOOKED AT AS ORG-BIG AS SH!"**



L. Ron Hubbard (LRH ED 339R INT)

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**“I expect you, yes you, right  
down to Keokuk, to put an  
org there as statistically  
great as the mid-60’s Saint  
Hill!” L. RON HUBBARD**

**(LRH ED 339R INT)**

**You  
can  
do it!**

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L. Ron Hubbard talks with staff and students at old Saint Hill

**“With every staff member wearing his hat and doing his job, there is no reason whatever that your org could not be as big and busy as old Saint Hill at its peak!”**

LRH ED 339R INT