

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 22 FEBRUARY 1968

Remimeo

**ETHICS AND ADMIN**  
**SLOW ADMIN**

The secret of any executive success is the ability to Complete Cycles of Action Quickly.

The operative word is COMPLETE.

Ability is the ability to complete a cycle of action, to handle the matter so it does not have to be handled again.

Referral is irresponsibility. Executives who refer to others to make a decision aren't executives. They are irresponsible or are afraid of responsibility. People who are afraid of taking responsibility are not executives. They are labourers.

An executive who doesn't handle but puts something on wait is also irresponsible. Slowing an admin line by not acting NOW is also suppressive.

Suppressives cannot complete cycles of action. They either act in an altered direction or they continue an action beyond any possible expectancy. In either case they do not COMPLETE.

THEREFORE this ethics policy is brought into being:

**EXECUTIVES WHO DO NOT HANDLE MATTERS SO  
AS TO COMPLETE THEM, WHO REFER OR SLOW  
ADMIN ARE LIABLE TO A COMM EV ON A  
CHARGE OF OUT ADMIN.**

**L. RON HUBBARD**  
Founder

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