

HCO POLICY LETTER OF APRIL 25, 1963.

DUTIES OF A STAFF MEMBER

(Re-issued and slightly amended  
from HASI Pol. Ltr. of August 7, 1958).

ATTACH THIS BULLETIN TO THE INSIDE FRONT COVER OF YOUR STAFF MEMBER HAT FOLDER.

1. Each staff member is responsible for seeing that organization policy is carried out. If you see another staff member at variance with organization policy, it is your duty to advise them direct - if that fails, advise the Association Secretary.
2. Abide by the working hours of the organization - arrive on time, keep a set lunch hour. If you need to change your lunch hour, check with your department head for okay. A post not covered throws randomness into the organization.
3. Keep your own desk, equipment and quarters neat and orderly. See that papers are not scattered on your own desk and in your office.
4. If you see doors open with nobody on post, close or lock the door.
5. All staff members are responsible for seeing that their doors are locked in the evenings, lights turned off, coolers off, cigarettes not left lighted. Leave your office clean and neat.
6. See that your supplies are adequate - order before you give out.
7. Make your daily pickups to and from the Comm Center, or see that this has been done by HASI or HCO Communicator.
8. If you change your residence or telephone number, report this information to personnel, your department head, Reception, and the person in charge of Evacuation Plan.
9. Know well the Organization Board. Know the various posts and who covers them.
10. Abide by the purchase order system of the organization.
11. Be courteous and helpful to students and preclears on our premises, and anyone else who calls by. Refer people to the correct terminal. Take responsibility to see that they get to the right terminal, even if you have to walk them to the terminal's desk.
12. Abide by the Policy of Outside Auditing, i.e., HCO Pol. Ltr. of October 16, 1962, "No staff to Audit private pcs".
13. Keep your attire as presentable as possible. A good presentation to the public creates a good impression upon them.
14. If you see something around the premises which needs repairing, report it to the Director of Administration.
15. Make your posts or post real to the other staff members and the field.
16. Answer people's questions. Understand the question, answer it, make friends.
17. Attend Staff Meetings.
18. Keep your bulletins and policy letters in proper hat folders: Technical bulletins in a gold or orange folder marked "Technical Bulletins", your own hat bulletins in your hat folder or folders (blue) and all other bulletins not technical and not your hat, in your "Staff Member" hat folder (yellow).
19. Review your hat folders periodically. Refresh your memory regarding your duties. If they are not current, bring them up to date.
20. If you receive a dispatch which does not concern your post, re-route it. Do not attempt to handle any and every dispatch coming to you which is not your hat. (1) You are introducing randomness on your own post, and (2) you are handling something which another person should know and handle.
21. If you see another person off post, it is your duty to advise them direct. If this fails, advise their department head. Try to be helpful to them in this regard, not chop them. Help them get back on post.

The Guardian's Urgent Directive is superceded by the Ad Council's directive based on it. But remember, the Guardian can Comm Ev the lot if the situation is not finally handled, regardless of the Ad Council directive having been passed, if things goofed up.

#### PETITION

A direct order or a straight directive can be petitioned against after compliance. The Ad Council simply passes a petition and gives any data required or an ED to substitute.

It is usually wise to give a better remedy in the form of an ED and get that ED conditionally passed with the approval of the original issuer of the direct order or straight directive.

#### THEORY

Those who do the work sometimes know best and those nearest the scene are sometimes better armed with data.

A senior executive sometimes has to act without all the data and a wise senior often so acts when the situation is bad.

But the senior is only trying to remedy the situation in the final analysis. After his ordered fast action is taken he is ordinarily quite happy to have help improving the remedy.

#### DIRECT SUBMISSION

An Urgent Directive or direct order may also be handled as follows by a senior.

1. Issue it.
2. Send it to the Ad Council of the org to which it applies with the note:  
"After you've done this, pass a directive to handle this sort of thing."

#### DEMANDED DIRECTIVE

A senior can simply demand an Ad Council pass a directive to remedy a situation and let them sort it out. This is only done when one has almost no data.

In this case the Ad Council passes one, puts it in force and sends a copy to the senior via channels stating, "Compliance herewith".

#### LABELLING DIRECTIVES

When an Executive Directive is passed by an Ad Council, if it wipes out an Urgent Directive or a Direct Submission or a Demanded Directive, the resulting ED must bear the fact under its title: Urgent Directive after Board or Investigation - "Cancels Urgent Directive PE96 Get Income Up"; or Direct Submission After Urgent Directive - "As Requested by HCO Exec Sec W./U.S. to augment her Direct Order Get Income Up"; or By Demand for a directive - "As Demanded by Ad Council WW in their cable 239 WW Pass a Directive Increasing Income".

#### DANGER FORMULA

The Danger Formula applies when such orders by-pass those responsible, meaning at least an Ethics Investigation must occur to find who was asleep if any.

However, the Founder or Guardian can issue an Urgent Directive or Direct Order to any org and order the Ad Council of any org, as they are in fact seniors of that immediate org, without having to take Ethics action on the Ad Council WW or the Senior Ad Council to that org. However in such cases Ad Council WW and the senior Ad Council are informed.

If, however, the Founder or Guardian have to do too much too often they step back upstairs and investigate the senior Ad Councils. This has been the usual practice.

The Founder usually uses his LRH Comm and the Guardian her Assistant Guardian or the LRH Comm in that area to effect orders, get data and submit to Ad Council.

A Senior Ad Council uses its area representative in its own group or the LRH Comm in the Junior Ad Council to do the same thing.

In practice one issues Urgent Directives when the situation is rough and simply demands a directive when things look like they will get rough.

Intervention by seniors is hard for juniors to cope with. The best defense is don't develop bad situations that then require intervention and keep all stats up and the org expanding.