

HUBBARD COMMUNICATIONS OFFICE
1089 S. Hoover St.
Los Angeles, California
(Issued HCO WW, Re-issued HCO State H.Q., California)

HCO POLICY LETTER OF JANUARY 13, 1959

HCO Area Secretary Hat Material

Advisory Duties to a Central Organization

PURPOSE: To ensure the survival of a Central Organization by assisting it to render sincere, effective service in the fields of policy, ethics, Technology and Awards; and to assist LRH to wear his hats in this regard.

A major part of the duties of an HCO Area Sec. consists of supplying a Central Organization with services as follows:

POLICY

There are definite and well-considered policies which make up the structure and hats of a Central Organization. These are all issued as directives. These have the approval of boards in the field of management. They are the hats of staff members in a Central Organization. They appear today as Secretarial to the Executive Director's.

All confusion generated in a Central Org. stems from five sources:

- (1) Failure of a staff member to know his hat and perform his duties thereby.
- (2) Inability of a staff member to do his job.
- (3) Public confusions about the Central Organization.
- (4) Lack of written policy.
- (5) Lack of funds.

All of these in the above order of importance, are the concern of the HCO Secretary where her zone of action is the Central Organization.

Each of the above categories is headed emergency when it goes wrong.

How to Put on a Hat

The work of the Org. Sec. or Assoc. Sec. and Department Heads is to get people to get the work done. Actual work performance, personnel and issuing orders belong to these only, not to HCO.

The complete limit of an HCO Area Sec., in the matter of policy, until categories 2, 3, 4, and 5 are clearly observed, consists of the following:

Hat Drill. Call in a staff member, having him bring his hat

- (a) Call in a staff member having him bring hat;
- (b) Open the hat and read a few lines silently;
- (c) Ask the staff member to directly quote the substance read;
- (d) Should the staff member be unable to quote the substance, return the hat with calm advice to study it; or
- (e) Should the staff member know his hat, thank him.

The above is the total drill. STABLE DATUM: When order is entered, confusion blows off. Therefore, never Q and A with, agree with, be amused about and try to answer confusion. A staff member knows his hat or he doesn't. If he does there's no confusion. That's it.

If the above is done with dignity as often as necessary or after hats change, it will prove to be enormously helpful to the Org. Sec., Assoc. Sec., or Dept. Head. They can get the work done. They always fail to get the hats understood.

The HCO Area Sec. is not the manager. In doing the above she does all I ever do in educating people on their jobs. I just keep pointing out the existence of order and know-how. I never Q and A with confusion. I never agree with it. I never explain; I only point out the orderliness of things and staff members eventually learn their posts and do their jobs well.

Serious complications, ARC breaks, more confusion than can easily be handled can easily be generated by doing more than the above steps.

When Step 2 above is clearly the case then the HCO Area Sec. advises the Org. Sec. or Assoc. Sec. or Department Head, never the staff member. If no heed is taken the HCO Area Sec. then despatches me the full particulars.

If a hat doesn't exist or new hats are needed, that's the time to yell for the Marines, namely me. But mere confusion is no reason to yell. Don't expect me to furnish extraordinary solutions. I have already furnished simple ones. All confusions stem from 1,2,3,4, and 5 above--but mainly 1 and 2.

Don't ever act embarrassed or fool about in doing this drill. It's an auditing job.

That's all there is to policy except this: STABLE DATUM:--When this action is unpopular with a staff member and covert criticism of HCO results, that staff member is an unwilling person and cannot take orders of any kind. Removal of this by auditing or dismissal will make a better organization. That has been proven many times and is no HCO defense mechanism.

ETHICS

The HCO Sec. sees that the Code of a Scientologist, the Auditor's Code, and the Instructor's Code are known and used at all times by auditors and instructors and that the Code of a Scientologist is followed strictly by the Central Org. in its service of the field and public. Aesthetics go with **ethics** and are a concern of HCO in all presentations, buildings, stationary, shows, books, dress. Scientology must look good, its tapes must sound good.

TECHNOLOGY

The HCO Area Sec. provides the Central Organization with all needful technology, bulletins, tapes, records, books (for library), and data so that the Central Org. can give the highest quality of service.

That HGC auditors use allowed processes well and with the best presentation is a primary concern of HCO. The HCO Area Sec. sees to this personally and consistently.

That students are instructed properly and in accordance with standard

processes, and that LRH tapes or records are played on every course is of primary importance to HCO. The HCO Area Sec. sees to this personally and consistently.

Technology given in public lectures and performances must be standard and this is of deep concern to HCO when it is not.

The HCO Sec. is the Custodian of Technology in any Central Organization.

AWARDS

Certificates and Clear Bracelets are the concern of the HCO Sec. To assist her in this she has the HCO Board of Review and bulletins about it.

Slow issue of certificates when earned, confused service on the Extension Course are guarded against and remedied by the HCO Sec.

That certificates mean competence is of primary concern to HCO.

OTHER DUTIES

The HCO Sec. has other duties and spheres of interest. Copyrights, accounting, safeguard of a franchise for HCO and Secretarial to the Executive Director summarize these but these are all the subject of later hat editions, or earlier bulletins.

One final duty cannot be minimized in the regard--MEND ALL ARC BREAKS WITH HCO AND LRH WITH TR5N.

LRH/GN/tlm
1/13/59

L. RON HUBBARD