

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 12 SEPTEMBER 1970RA
REVISED 22 MARCH 1978

Remimeo
LRH Comm
Hats
Exec Sec
Hats
Dept 1 Hats
Dept 15 Hats

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restored to HCO PL status 22
March 1978.)

(Revisions in Script)

HATS, LRH COMM RESPONSIBILITY FOR

If an action has to be taken in an area by LRH, he has his attention on that area. Therefore it also has the attention of the LRH Comm.

The LRH Comm is duty bound to see that the orders issued into that area are done.

The first action he takes is of course to see that Ron's communication has arrived. He follows down the comm formula. He sees that the person who has to do the action has heard what Ron says he has to do and understands it, and the why of it and is ready to carry the action through.

This comm cycle may or may not have to be completed through a lot of local noise. It is done, anyway.

In the normal course of events one expects the recipient of the order to get with it and do the action required of him. He's on that post, Ron has said what he has to do, it's his hat to do what Ron says he must do.

HAT FAILURES

If the LRH Comm finds within the next few days that little or no action (meaning effective action) has been taken to implement the LRH orders then he immediately does two things at least:

1. He issues a Time Machined order to the lagging executive to DO the action and complete it (or to get on with it and report progress within a week if the action requires more than a week).
2. HE ORDERS A FULL HAT CHECK of the offending executive.

The failure to grab the ball is always taken as a failure to wear the hat.

These two actions are well within the responsibility and the authority of the LRH Comm.

Every time the LRH Comm finds a non-compliance he must order a hat checkout for the person not complying.

The unknown or incompletely worn hat is death and dynamite to the org - to its form, its flows and its production.

More pertinently to the LRH Comm it is death and dynamite to the completion rate on his log. One unworn hat can hold up the entirety of an LRH project or programme and has done so.

One non-compliance can cause a disaster - and has done so.

An org with unworn hats will have a hard time dealing quickly with LRH projects and programmes (a) because it has people in it who don't know what to do to get their orders done, (b) because there's so much noise going on LRH Comms can't get themselves heard above the din.

KEEPING LRH COMM HAT ON

The most fatal error an LRH Comm can fall into is getting so involved with the noise, trying to get himself heard, that he slips from his position on the org board and no longer wears his hat. He must haul himself back by the ears, and get his hat on.

His best protection is the remedy of ordering hat check-outs on those who are causing the noise - who don't know and aren't wearing their hats. Gradually he will get it under control.

He does so in order that:

- (a) LRH's communication will arrive, be heard and understood.
- (b) Will be carried out as required by LRH, fully, correctly and swiftly.

Any org staff member can take a look at any LRH programme or project and tell from the progress made on it, how well hats are being worn in the org - and who isn't wearing his.

The stats also show it.

GETTING HAT CHECKS DONE

If there's no one there to do hat checks, or they don't get done? The LRH Comm better do it.

If there's no hat, no checksheet to do? The LRH Comm better roll up his sleeves and do one.

This policy is binding on the LRH Comm. He applies it without regard to rank. He applies it for LRH. He applies it in particular to COs, Exec Dirs and Exec Secs.

To keep LRH's comm lines open and free for swift communication and receipt of his intentions and competent execution of his commands the LRH Comm keeps noise off those lines by insisting on hat checks. He uses the symptom of non-compliance as his indicator for the need of hat checks.

ENFORCEMENT

Should the need arise to enforce the order for hat checks, the LRH Comm is empowered to order Payroll to withhold from the person who has not checked out on his hat as ordered any and all bonuses due him for the period between the issuing of the order for hat checkout until it is complied with.

If further opposition is encountered, he may independently telex LRH Comm Cont or LRH Comm Int advising them of the situation.

For an executive to not comply with an LRH order is adventurous indeed.

For him to refuse to check out on his hat when required to do so by the LRH Comm in the course of his duties in safeguarding LRH's comm lines is an extremely serious offense.

The action taken by LRH Comm Cont or LRH Comm Int is to firstly inspect the accused executive's stats.

Should the offending executive's stats be level or down or in a low range, a Committee of Evidence must be convened, with the charge of neglect of duty.

Should his stats be up, a Board of Investigation must be convened to look into and recommend on the matter, the Board's recommendations when approved, being final.

The normal action of the Board in finding that the exec's stats are valid and are up, but that the exec was guilty of non-compliance with an LRH order and with the requirement for hat check, is to enforce the orders and the penalty for not getting the hat check.

Should the Board find that the LRH Comm was in error in the matter, he may be subject to a Committee of Evidence for attacking an upstat, if his stats are also down.

The LRH Comm has his attention where Ron puts his attention. The sooner he gets Ron's intentions carried out, the sooner Ron can take his attention off that area.

Help him do that.

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