

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 13 SEPTEMBER 1970

Remimeo

Personnel Series No.7

HATS - VITAL DATA

I can prove conclusively and utterly that any down statistic traces at once to two points

1. Failure to hire or recruit.
2. Failure to train people on their hats.

Regarding training, the failure of any executive is traceable to three points

- A. Not making up a checksheet for the posts of juniors under him.
- B. Not making up a pack for the checksheet and a hat for each junior.
- C. Not fully training his juniors up on their hats as per A & B.

To do all this an executive must himself be trained.

HAT - means the duties of a post. It comes from the fact that jobs are often distinguished by a type of hat as fireman, policeman, conductor, etc. Hence the term HAT.

A "hat" is really a folder containing the write ups of past incumbents on a post plus a checksheet of all data relating to the post plus a pack of materials that cover the post.

One also has a "Staff Hat" which is to say a folder containing all his duties as a staff member, the org itself and its lines and purposes.

There is also a hat folder for general or technical directives issued to all the staff regardless of post.

So there is a

Post Hat
Staff Hat
Tech Hat

for every staff member.

Before Personnel transfers and begins a musical chair parade, it is well to inspect and see if

- (a) the post has all these hats and knows them
- (b) if the post's senior has actively provided them and checked them out or had them checked out on the junior.

If (a) and (b) are not true then I can assure you Personnel will be replacing and musical chairing forever.

It well may be that the executive is the trouble, not the incumbent.

A senior who does not see to full hats in the possession of juniors and does not see they are fully checked out is a liability.

ANY ORG'S TROUBLES CAN BE TRACED TO THESE TWO POINTS.

Therefore one must be very sure that seniors take responsibility for the hats, checksheets, packs and know-how of juniors.

A successful executive is one who understands

1. Organization.
2. His own hat, has a checksheet and pack for it and knows these.
3. That he is at extreme risk if he does not enforce Hat, checksheet and pack checkouts on his juniors.

ANYONE WHO HAS JUNIORS UNDER HIM IS A TRAINING OFFICER FOR THOSE JUNIORS AS A VITAL ADDITIONAL DUTY.

So really, Personnel, if you want to know who your executives are find one who

- (i) Has been trained.
- (ii) Who produces well himself.
- (iii) Who enforces hats, checksheets and packs on his juniors and
- (iv) Trains his juniors as per (iii).

There you have an excellent executive, if not an executive director.

It is a cruel, vital total truth that you normally can trace the reason for inefficient areas in an org or company to

1. Lack of Hiring or recruiting.
2. Lack of trained executives.
3. Lack of executives who will assemble hats for and train his juniors.

An organization is a third dynamic technology.

When the hats aren't known or worn it's a mob.

A division which blows up or untracks is usually

1. Undermanned.
2. Unorganized.
3. Untrained.

Whenever a senior on the line of command fails to see to the hats and full training of his juniors you have a total breakdown.

Personnel sees this in terms of hiring and firing and transfers.

Look into any area that can't keep its people and you find not enough people or untrained people. And you for sure will also find an executive who WILL NOT train his people, see that they have post hats and checkouts.

The solutions are pretty obvious.

L. RON HUBBARD
FOUNDER

LRH:sb
Copyright (c) 1970
by L. Ron Hubbard
ALL RIGHTS RESERVED