

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 MARCH 1971

Remimeo  
Org Officers  
HCO Dept 1  
Qual Org  
Correction Hats  
Missionaire Hats  
The Key Policy  
Letter of the  
HAS

ISSUE II

POSTING AN ORG BOARD

HOW TO PUT AN HCO THERE

HOW TO PUT AN ORG THERE

A hidden source of trouble in any org is inexpert org board posting.

It looks very simple. It is very simple. Yet an infinity of errors can occur that lead to far more trouble in the org than one could easily imagine unless he had seen it with his own eyes.

The first most gross error is no org board at all.

The second would be an org board which did not have on it the posts that had to be held.

A third is posting it with a different name on every post large and small following a theory that if a post is on the board someone has to be assigned to it.

A fourth is holding from above several posts each of which require continual attention.

A fifth is posting without regard to work load.

You order "Form an HCO." An HAS is appointed and given that order. Days, weeks, months go by - no HCO. The org is going to pieces - no Ethics, Comm out, no recruiting, hats not made or checked out. You put 10 people in HCO. You change the HAS. Still no action.

Finally, murder outs. No one there knows how to post the HCO org bd, much less the whole org's org board.

You look. You see eight key posts unfilled, people doubled up on light work posts, two people with seven full time posts between them.

You see people there racing around apparently madly coping with screaming demands from all the rest of an outraged org.

And you find HCO has never been formed even after months of hammer pound and insistence.

Nobody posted the posts correctly. Nobody hatted the HCO people. No one in HCO has ever read a basic staff hat much less done his job.

And what is the WHY?

Total ignorance of how to post an org board even for HCO.

So beware. Posting an org board and hatting a division looks very simple and you suppose anyone could do it. That is not a justifiable assumption at all.

And if you don't know that this WHY (being a sort of idiot WHY) can actually exist, you can miss completely establishing an HCO and thus establishing an org.

Example: Unfunctioning Mimeo: Mimeo is posted as having a "Mimeo Stapler" and a "Mimeo Files Clerk." Well, where are you going to get anything to staple or file?

Example: Hatting Section is all posted. But Hats Compilation is not posted. So where is the Hatting Section going to get any hats to issue or check?

Example: Stats, Ethics Officer and Inspections all held from above. A full time person on Ethics Files.

Such oddities in an org board give you things like this:

An org with 105 people in it makes \$5000 a month. Another org with 28 people in it makes \$25,000 a month. It isn't so much that the first org is lazy. Its org board and its HCO are simply sufficiently stupid that it overloads four posts and underloads all the rest.

A thirteen auditor HGC turns out 4½ well done hours a week each. There's a D of P held from above by the Tech Sec who also teaches 4 courses. The C/S is also the Qual Sec. There is no Cramming. There are six personnel in Certs and Awards. Corny? It exists in one org as I write this. The WHY is no HCO and the WHY of no HCO is no one in HCO who knows how to post their own org board much less Tech and Qual!

Less obvious examples can exist.

All these data are given you so that you can see that there is something to this subject of Org Boards and their posting.

The best way to learn all about posting an org board is to work awhile in that division or department and get actual experience with work loads of the various posts. Then you know which can be triple hatted, which must be single hatted.

A post which is too overloaded will empty. A department which is too undermanned and overloaded will empty. A division that is too overloaded will empty.

Disorganization of a Division, its lines and functions will empty it out of personnel.

A post that is too underloaded will give trouble. A Department that is too underloaded will be an upset department. A division that is too underloaded will natter and empty. Ah, you don't believe that? Morale depends upon accomplishment.

### BASIC ACTIONS

#### STEP ONE

One prepares a board for the activity being posted that can be hung up and SEEN. It may be a paper board on a big sheet or a paper label board glued to plywood or a full dymo-formica board. Usually it starts with lines and names on a big sheet of paper, evolves into a paper label board and one day becomes a full formica board.

#### STEP TWO

The actual major functions of each department are verified to exist on the board as post names.

#### STEP THREE

One then assigns the posts to individuals, distributing the posts by work load. Three light posts make one post, one person's name on each one. A heavy load post is a solo post. A medium post name also holds a light post.

#### STEP FOUR

All functions below a name are held by it. And must be so posted. Verify and correct the sequence of posts so this happens.

#### STEP FIVE

All functions necessary to produce the products of the Division and Org must be named on the board, no matter how many people you have. Verify by product.

STEP SIX

In a small low traffic load org a few hold all the posts. But they are posted. As things develop, the overload points are given people who in their turn each have many posts. Verify work loads as properly assigned, not too light or too heavy.

STEP SEVEN

You try not to cross divisions (one person in two different divisions). As the org grows you try not to cross departments. Correct as you can.

STEP EIGHT

You then hat every post. This means a person who has five posts has five different fully checked out hats!

STEP NINE

Do Chinese School on all staff.

STEP TEN

Work out the body and particle flows by dummy run and position the work space accordingly.

STEP ELEVEN

Provide Comm Stations for each post.

STEP TWELVE

OPEN FOR BUSINESS.

STEP THIRTEEN

REFINE THE ORG BD IN LIGHT OF MORE EXPERIENCE.

There!

To Review this:

An order is given to form HCO.

The HCO Org Board is drawn up from policy as above and from any existing patterns in policy.

It is posted with a name on every post even if the same name appears five times on the board.

Every post is hatted separately. This may mean one person has half a dozen hats.

You provide the work space and facilities.

You provide the Comm Stations for each hat (not each person).

You work out the flow lines of traffic, body, despatch and otherwise by DUMMY RUN, actually sending people and particles along as tests.

You adjust the desk and/or work positions to agree with the flows.

You Chinese drill the division on their own org board and who wears what hats and what these hats do.

Then you open HCO for business.

You DON'T go on coping forever. You DON'T leave a half formed HCO, half hatted, confused and goofing. Why? Because if you're standing on quicksand you can't lift any rocks.

So if you don't have an HCO fully formed it will simply sink under the rush and confusion and you will get things like 105 staff members and no products and wonder why? why? why? But we have an HCO. It is frantic.

But if you put one in right, and reform it each time it wobbles, it will then put a whole org there.

How to do that?

Department by department, do the same thing you did to put an HCO there.

The products of HCO like personnel, hats, hatted staff, personnel control, comm stations, public lines, Stats and In Ethics and many other things that make up an Establishment are each one part of Product 1.

So you begin to get an establishment established by posting the org board. And the first org bd is HCO's.

In actual fact it is a simple action. But like so many simple actions it can develop an awful lot of alter-is, know best and skip-it.

Given a few or many people, the first action to form an org is posting the org board. From there on you can succeed. If it is properly done and if the hats are really posted, provided, checked out and worn.

L. RON HUBBARD  
FOUNDER

LRH:mes  
Copyright (c) 1971  
by L. Ron Hubbard  
ALL RIGHTS RESERVED