

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 21 JULY, 1971
ISSUE I

Remimeo
C/O - ED Hat
Org Officer Hat
HAS Hat
All HCO Hats

URGENT

IMPORTANT

HAS STANDARD ACTIONS

When HASs start to put the Org there as well as confirm the Org that IS there things get smooth, smooth.

The HAS post is the point where an Org makes or breaks. If the HAS is stable himself, stably on post, doing his job, and not running about doing off hat actions you get an Org.

The formula is:

STABLE HAS WEARING HAT = STABLE ORG PRODUCING.

HAS WOBBLING AROUND DOING EVERYONE ELSE'S HAT, Q AND A'ING WITH GOOFY DEMANDS FOR PERSONNEL, PENCILS AND TOOTHPASTE = A CRAZY DEV-T ORG.

The CORRECT and ONLY actions of a HAS are:-

1. Stabilize what is already there.
 2. Hat Hat Hat those already there.
 3. RECRUIT.
 4. Don't transfer!
 5. Form an HCO Expeditor Pool and assign ALL new personnel to it.
 6. Get them all rapidly basically trained on Staff Status 1 and 2.
- This is also where the Org Officer gets HIS temporary staff from for overload points in the Org.
7. Then get them assigned as APPRENTICES to held posts or to lower posts - DON'T post them - they are assigned! You can't build an Org fast.
 8. And get them thoroughly hatted, really hatted, actually rat-a-tat-tat response hatted, doing their post actions.
 9. FORBID all personnel transfers - get the above apprenticing actions in, in, in.
 10. Get personnel who are not making it on basic training routed out through Qual with speed and told how to get more eligible.

11. More fully hat and train those already on post in the org.
12. Promote those whose stats are high and only after the post they're leaving is apprenticed and only to apprentice posts.

That is ALL a HAS is supposed to be doing. Just these above actions.

13. IGNORE all goofy demands and refer sensible ones to the HCO Cope Officer.

The HAS post goes out the moment the HAS Qs and As with the frantic demands of Org and Product Officers, staff demanding transfers and reporting spaceships.

I know the post well. And I have never had any of the trouble some recent HASs have had. When an HAS fails to put an HCO and Org there in the first place, his own backlogged actions react on him in the form of frenzied demands on the post. So an HAS who gets these demands being made is already mostly stale-dated and backlogged.

The RIGHT answer is to build an effective HCO by:-

1. Getting the above actions done AND NOTHING ELSE.
2. Getting and HATTING an HCO COPE OFFICER to grab all the nonsense the HAS is getting.
3. Getting in a Recruitment post. HATTING IT, and making it function and filling up the Expeditor Pool.
4. Getting in a PCO. HATTING him so there is an Expeditor Pool and personnel actions occurring.
5. Getting a Training Officer so people already on post and newly recruited alike do their SS I and 2 check-sheets or NO PAY.
6. Getting in an Org Board function so people get posted on it and it's kept up to date and Chinese School is being done on it.
7. Getting in a Hats Assembly Unit and hats being made up so hats are write ups, checksheets and packs.
8. Getting a Hatting Officer on post who HATS, not runs around on dozens of other errands. He HATS by check-out everyone on post, everyone going on apprentice posts, every new appointee to posts.

He hats, hats, hats, hats - "Study your Hat, I'll be back shortly." "Go to Cramming tonight." "You get word cleared on that hat at once!" "Pass your Hat checkout or no lunch break." "Get HATTED! You and YOU and YOU and the C/O too!"

This guy is a hat campaigner who never lets up. He's after a dozen people a day. He walks, he runs. He does NOT sit at a desk in a situation such as exists!

You'll find people HAVE hats they have never read.
Get them on, get them ON, get them doing the ACTIONS
of the post.

Each HAS has been put on post to get an Org there! Not
to become so backlogged and into such a wild scene that he starts
handling other Orgs! It's a fact. He can get that far off post.

Well, we have the answer for that one. Appoint an HCO COPE
OFFICER to handle the backlog and begin to do the post of HAS.

If you'll just resolutely energetically do what I'm telling
you here, the place will brighten up like a Christmas tree.
Production will occur and morale will soar.

Now do this for me. And keep right on doing it.

And don't do another thing, not one other scrap of anything.

And you'll have done a good job and will have an Org.

Got it?

L. RON HUBBARD
FOUNDER

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