

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 21 July 1971  
Exec Dir - CO Hat Issue II  
HAS Hat  
All HCO Hats

VITAL

HAS APPRENTICING ACTIONS

A further WHY found in Org failures and slumps and inability to stably expand is found in

FAILURES TO SYSTEMATICALLY RECRUIT, TRAIN, APPRENTICE  
AND HAT ORG PERSONNEL.

HCO Policy Letter 7 July 1971 - HCO ESTABLISHMENT FUNCTIONS - carries the full message of DIS-ESTABLISHING an Org - taking apart what is put there - taking out terminals and tearing things up.

This comes down with a bang on lack of SYSTEMATIC APPRENTICING.

The ONLY way a HAS can MAINTAIN what establishment he has and INCREASE the establishment he has is to get the following system into immediate effect in the Org, to refuse any demands for personnel transfers and shuffles, to rigorously apply this apprenticing system and get it in and done.

1. Work out the vital key posts of the Org from top to bottom.
2. Note down all empty posts that are needed by actual work-load.
3. Get these put up on an Allocation Board.
4. Get recruits in in volume and get them rapidly through their Staff Status I and II in the HCO Expeditor Pool in HCO.
5. When complete take those who have some former org experience or training and assign them as APPRENTICES to higher level posts held: I/C or above.

NOTE: Don't post them. They don't get POSTED. They get assigned as APPRENTICES ONLY.

6. Assign others when done with Staff Status I and II training to lower level posts - these not needing apprenticing.

7. Work out a part-time training program for apprentices so that they do part-time study on their post hats and work part-time on post.

Don't transfer them tomorrow or next week - let them get their hat training done and get post experience by actually working on the post.

8. Meanwhile get some more recruits and get that Expeditor Pool full!

9. And when you know by actual observation that each APPRENTICE does know the post, has thoroughly checked out on the whole post hat and knows what particles he handles on the post, what he does with each, what his post products are and how he gets these produced, ONLY then do you POST him to that post full-time - and move the staff member who was on that post up one notch to now APPRENTICE on the higher post.

This step can take 3 weeks - it could take 6! It's not a fast fly-by-night turn over leaving a floundering personnel flubbing the dub!

THIS is the action and duty of the HAS. And THIS is the action that gets repeated routinely and systematically with EVERY APPRENTICE and IN TRAINING for each post in training for until the HAS gets each key post stably filled and also has apprentices covering ALL THE VITAL KEY POSTS IN THE ORG.

ESTABLISHING an Org entails these very precise planned actions.

It's not a random shuffle and transferitis of personnel grabbed from anywhere inside the Org to cover a "sudden" hole or vacant post!

THIS IS THE ONLY LEGAL SYSTEM OF POST TRANSFERS IN AN ORG.

THIS IS THE ONLY SYSTEM OF ESTABLISHING AN ORG THAT WON'T KNOCK OUT STABLE POST TERMINALS, THAT WILL MAINTAIN THE ESTABLISHMENT THAT IS THERE AND WILL STABLY INCREASE THE ESTABLISHMENT.

Apprenticing in the wog-world takes 5 to 20 years or more for tradesmen. With study tech we get this considerably reduced and DO produce stable terminals who are specialists on their posts.

APPRENTICING is just that - an "in training" period taking weeks to a month or more before the person has:

a) has studied ALL the materials of the post he is in training for;

b) has studied and knows

his post in relationship to the Org,

his post in relationship to all other Orgs and the Son network,

his post in relationship to himself;

c) has worked on the post long enough to KNOW the post, its functions, lines, terminals, what particles flow through the post, what changes HE makes to all these, what PRODUCTS he is expected to achieve and CAN achieve;

d) and before he has become a valuable and full contributive member of the Org.

Staff members are valuable. And their value can be directly traced through their post stats and those of the Org to how well they have learned the tools of their trade!

It is the HAS that gets this done. All the way down the line.

Without these steps and while transfers are the order of the day, the Org remains in a mass of dis-organized personnel or a verbal "hey-you" basis with continual slumps.

An Org full of staff members who aren't apprenticed and who are not hatted and rehatted and their hats updated and hatted GOES CRIMINAL and in comes Ethics and musical chairs and PTS and collapse.

These actions ARE the actions that are needed. They MUST be done to get the Org stabilized and then stably recruited, trained, apprenticed and HATTED to stably increase the establishment.

And it's the HAS who has this responsibility of getting this system in NOW and done NOW and then keeping it in all the way.

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FOUNDER

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