

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 10 AUGUST 1971

Remimeo
Exec Dir Hat

HCO COPE OFFICER

The amount of distraction and orders thrown at an HAS is a WHY for failures to establish the org.

Pressure to furnish personnel causes the HAS to begin musical chairs instead of steadily recruiting, training, hatting, posting the org for Admin and tech.

The right answer is for the HAS just to hold steady on and damn the torpedoes and do her correct recruit, train, post and hat actions.

The way to cope with all this torrent of distraction and orders is to appoint an HCO COPE OFFICER.

The HAS then does orderly expansion. The HCO Cope Officer handles the noise and screaming emergencies.

In actual fact the HCO Cope Officer makes HCO produce in some way, any old way.

As the HAS produces bits of HCO and hats them the Cope Officer can gradually come off cope.

The first product of an HAS is an HCO.

But long before an HCO is formed fully it is already producing.

Producing what? The products of its departments and sections.

Each HCO section has a product.

At first it is the Cope Officer who furnishes all of these Products or sees they are furnished.

The moment there is an instant hatted Hats Compilation he is producing hats. The moment there is an instant hatted Hatting Officer he is producing hatted people. The moment there is a Dir Comm he is producing Comm delivered, mail in, mail out. The moment there is an Instant Hatted E/O the Cope Officer has him producing an In-Ethics Scene.

The construction of HCO itself, the full hatting, the groove in is done by the HAS.

The HCO Cope Officer handles the products of HCO Sections either personally doing them or making them produce.

Here in HCO the Prod Org System reverses. The junior, HAS Cope Officer, is doing the product officer role. The HAS is the senior but is the Organizing Officer. Why? Because the senior action in HCO is organizing the whole org, establishing it, expanding it.

Unless the senior HCO Personnel, the HAS just goes on doggedly recruiting, training, hatting, posting personnel, the franticness of seniors will halt any expansion. All HCO gets this way sooner or later. Its a people wear their hats "in spite of" situation. A successful HCO Hatting Officer, for instance, hats people one after the other in an orderly parade. First Instant, then Mini, then full. He'll get nothing accomplished if he only hats by seniors' orders.

If 20 future org auditors aren't recruited and trained as AUDITORS but grabbed off by seniors to run mimeo, there will be no future delivery.

The HAS has to keep her head, hold up her Confront. And Establish more org.

So the HCO Cope Officer handles the production expected of HCO.

The Immediate Ethics Investigation (with no E/O yet), the mail run, the quickie org bd - all get done by HCO Cope Officer.

As the HAS evolves HCO, the Cope Officer makes each section of HCO get out its specific product.

If you look over an HCO org bd you will see that each HCO Section produces something.

The HCO Cope Officer produces these things until there IS an operating section. When there is the HCO Cope Officer makes IT produce its product.

Thus, as per HCO P/L 28 July 71 Admin Know How No 26, the HCO Cope Officer goes from single-handing into getting other people to get the work done by making each section of HCO PRODUCE ITS PRODUCT as fast as the HAS puts the section there.

Other div heads make their sections produce their section products as fast as these sections are put in and until then the Div head gets out the product.

If you really work this out and understand it, you will see first HCO and then the Execs of the whole org magically move from Phase I - Single-handing, to Phase II - getting other people to get the work done.

The HCO Cope Officer defends the Establishing functions of the HAS by first doing and then getting sections of HCO to do all the functions of HCO.

The HCO Cope Officer is actually the Product Officer of HCO. The senior is the HAS because her product is the whole org.

If the HCO Cope Officer begins as a whole HCO and winds up as the Product Officer of its sections, she will have a measure of her success and what she is supposed to do. She operates what of HCO the HAS builds as fast as it is built.

And from all this an org grows.