Remimeo     HCO POLICY LETTER OF 20 AUGUST 1971
ISSUE I

## HAS TROUBLES

An Extensive investigation of troubles an HAS has in doing her post has revealed.

The WHY is of course insufficient training in Ethics, how to obtain recourse from arbitrary orders and failures to turn out a proper recommendation.

Most HASs are perfectly willing to do their jobs by policy.

Unhatted seniors are often insufficiently aware of the HAS post duties and can give off policy orders. This knocks the hat of the HAS off.

Then if the HAS is unaware of how to obtain recourse from illegal orders or restraints, the HAS succumbs, goes into total cope and does not establish anything.

An HAS can be given the apparency of not producing by having to fight all manner of complications put in the way. The poor HAS flounders around batting against barriers. And unless the HAS knows Ethics and policy and how to obtain relief then that's that.

Since the HAS post has to Establish the org, it itself must be very stable.

Stability is obtained from knowledge of how to go about things.

CSW (Completed Staff Work) on a real solution based on a real why (see Data Series P/Ls) requires that an HAS knows

1.   Data Series

2.   Investigatory procedures.

3.   How to really find a why, a reason for failure along some line.

4.   Enough of the scene to be able to get a bright idea that handles and enough of policy to know what policy applies.

5.   How to write a full CSW.

6.   How to write a program and projects (Target Series).

7.   How to apply Ethics.

8.   How to obtain recourse in case seniors can't be handled.

## EXISTING DATA

Now this data exists in policy.

So an HAS who isn't a policy expert in both knowledge and application is not long for this world.

Therefore even an FEBC Grad (Flag Executive Briefing Course) would require specialist training to wholly hold the post of HAS.

But even a non-trained HAS still can train herself.  The policy is all there.  The OEC volumes are a godsend to her if she will just study them fully.

## PROCESSING

As the HAS post has to be more stable than the whole org (or it can't put an org there) special processing is advisable. TRs the Hard Way.  Admin TRs.  Hold It Still.  Lower Grade III Expanded.  A correct Interiorization Rundown.  These would be especially required for the post.

The aberration which assails the post is fully described in HCO Policy Letter 29 July 71 Org Series 28, Personnel Series 21, WHY HATTING?

The HAS post must be especially strong.

And an HAS must not be the kind of being who defends his own stability by unstabilizing others.

No person who Rockslams or who has ever Rockslammed should be near HCO or on an HAS or senior post as they obsessively seek to unstabilize others.  (Until they are handled by a process known as L10.)

## HOLDING THE POST

The post of HAS, like that of LRH Comm, is a very elite type post.

Knowledge and knowing how to apply it, familiarity with the scene of HCO and case gain go to make up the stability necessary to hold the post.

At first look the post is almost impossible to hold. The demands, the off policy orders, the rush of the existing scene make it appear to be a confusion.

"Problems of Work" especially applies.  The Stable Terminal Series of Policy applies.

This amongst all other posts needs its wits about it.

The post is a challenge.

It can be held.  It can be smoothly held.  It can even
be comfortably held.

It is an elite post.  It has recourse against illegal
orders and conditions similar to the LRH Comm.  It has direct
recourse without any other vias straight to an Assistant Aide
in a CLO or failing that to CS-1 Flag and even failing that,
to myself.  There is even another route for recourse.  This
is over to and on the LRH Comm network.  Illegal orders,
illegally assigned conditions, cancellation of needful projects
or actions or even FP are all subject to recourse.  Not knowing
this, an HAS can accept unstabilizing actions and cave in.

Make no doubt about it, Hubbard Communications Office Area
Secretary is a tough rough post, probably the toughest in the
Whole org.

But it also has its rewards.

It isn't every person who is called upon to build a
whole org against all obstacles.

And the satisfaction of that is fantastic!

The key to the whole expansion is the HAS.

This special trust given to this post is recompensed
by special considerations to the requirements of its holder.

Stability is composed of order.

Bring Order is the watchword of HCO.

STABILITY is the watchword of the HAS.

How do you build from chaos to stability?  While still
being in chaos?

This is the special problem of the post.

The know how exists in policy.

And our trust is reposed in the HAS to do it.

                              L. RON HUBBARD
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