

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 2 OCTOBER 1971

Remimeo

HCO PUZZLES

There are some fundamental problems in HCOs that make puzzles.

NO STAFF

- A. When an HCO is non-functional it needs new people.
- B. As it is not getting in any new staff it of course cannot be re-staffed or replaced.

These two circumstances (A + B) add up to a total impasse.

Until this impasse is broken the situation will remain impossible.

A way to break it is to take any existing staff, put a Dept 1 there and get people in.

If an HCO is so blocked, the normal staff losses will in time unmock the org.

BACKLOGS

When any part of an org - or HCO - backlogs in despatches, situations, pcs, the amount of Dev-T which will then occur will make the place look frantic and busy but not one bit of production will actually occur.

All the effort is being spent fending off the traffic caused by the backlog itself!

An HCO for instance can furiously generate Dev-T by calling everything it gets Dev T.

In this way it can spread chaos through the org.

"I want to report——" "I'm sorry we're busy" will add up at last to nothing but Dev T in the whole org.

A hurricane of "activity" is visible because the area has not handled anything to begin with. These unhandled matters recoil on the area as now traffic.

Result, very busy but no production.

The answer is studiously handle or make the area handle everything that comes its way at once - backlogs get caught up. The area gets calm and production occurs.

BASIC ACTIONS

An HCO only begins to function when it has an up to date in use Org Bd and an up to date in use staff list.

If those 2 things aren't in, a puzzle results almost at every turn consisting of WHO and WHERE and WHO isn't WHERE and what's empty.

One org couldn't for the life of it figure out why it got no customers.

When a common paper org bd (just paper with lines on it and written with a felt pen) was put up it turned out that they had no Registrar! Fact. An HCO Expeditor was at the Registrar desk but "couldn't be hatted" "because he was an HCO Expeditor". He was not able to Registrar because he "was not the Registrar." As soon as an Org Bd went up the post was seen to be empty.

#### OMITTED DATA

The reason HCO or other divisions in the org become puzzles which won't resolve is:

THE MOST COMMONLY OVERLOOKED WHY IS AN OMITTED DATA, TERMINAL OR ACTION.

Because it isn't there to see it did not get put down as an outpost. One had to know the scene to be able to know it should be there.

Thus lack of staff or lack of hats or lack of an apprentice for a key post is almost never noted.

#### AN ETHICS CYCLE

When HCO doesn't function or form or do its job, parts of the org begin to overload.

Duties don't get done by overload. Mistakes begin to be made because of duress.

Ethics moves in.

Almost all harsh Ethics periods trace back to HCO failures to function in the first place.

The answer is to make HCO get Ethics in on itself and do its job before it starts pounding heavy Ethics into the rest of the org it overloaded or improperly manned to begin with.

The first target of Ethics must be any outness in HCO itself.

Dept 1's (Personnel) failures to act will inevitably get expressed as Dept 3 (Ethics) over-reaction on the rest of the org.

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HCO must solve puzzles not make them.

A smooth, producing HCO can and must exist in every org.

Some of the above tips can help bring it about.

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