

HURBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 3 JANUARY 1972  
Tech Sec ISSUE I  
Tech Staff  
TEO (Hat)  
TEO Checksheet

SUCCESSFUL ACTIONS AS TEO

The very successful Tech Establishment Officer at Buffalo Org has written in to Flag as follows:

"Since the TEO post is a relatively new one, I thought you'd like some data on what I've been doing and running into -

The easiest action of my post is knowing the 1st and 3rd dynamic Technologies that I am concerned with. That is, knowing the HCOBs and HCO PLs that make up the staff, post and Tech hats of the Tech Div. Having audited several thousand hours in the chair before becoming a TEO PLUS having gotten the crudities of my application straightened out on "Flubless Flag", I have no difficulty in Knowing the Tech and Applying it myself. The same for the Admin Tech. Training on Flag on the Org and Personnel Series and studying all of the PLs concerning the Tech Div enabled me to KNOW the Machine I have to establish on my post. I've found that knowing the personnel, the lines, the posts and their duties and function is all covered in PLs and is a must for a TEO. The PLs lay out the Machine that he is to establish.

Now, and this is where I really feel my success as a TEO stems from, comes the THINK required to correlate, assimilate, apply and get others to apply the HCOBs and PLs.

THIS IS THE DATA SERIES.

I contribute my success as a TEO to KNOWING and CONTINUOUSLY APPLYING the DATA SERIES PLs. I don't make a move without the proper think behind it. Illogical DOINGNESS comes from ILLOGICAL or NO THINK beforehand. This results in Undesirable HAVES.

In the midst of cope, even in small quantities, the impulse to act without proper THINK behind the action crops up. To act on this impulse, (not using logical think) results in Wrong targets being hit, things being corrected which don't need correcting, and on and on into DROWNED.

So, to simplify, here's the cycle of action I follow on my post that has been extremely successful:

1. Remain exterior to the Tech Div. Don't hold down posts for others and get caught up in the cope. It blinds you from seeing the Div as it is and therefore you're off post, doing something other than being a TEO.
2. Observe the stats continuously. This is a sort of "Running DATA Analysis". By keeping a normal flow of stat reports and data lines I manage by these solely. Always being aware of what area has the most out points and which has the most plus points.

3. I then take the area with the most Plus points (UP STATS) and find the WHY on the up stat or trend. THE REAL WHY. No helter skelter Data analysis. The real thing by the Book.
4. I strengthen the WHY found in 3 above to really get what's there firmly established so as to maintain some semblance of Viability for the Div.
5. During this time I keep an eye on the areas with the most out points and keep them isolated so as to not spread the cope and chaos of the area into the area doing well.
6. When I've gotten the Real WHY on the Upstat area I write up a program to keep it booming and hand it over to the Tech Sec to get it done.
7. Then I hit the Downstat area - find the WHY - and get it straight. Using CSWs and programs as needed.
8. By this time the Div is pretty well on its feet. In a Div that's really a Dog's Breakfast 1 through 7 above could probably be done once more finding the most upstat area and getting the WHY then the downstat area, etc. This gets the Div out of cope and gives you a chance to do some establishing.
9. When things are running smooth as a result of the above, I check by data analysis for the POST with the most out points and usually find that (a) there's no one there, or (b) there's someone there but no hat or knowledge of it. I get that straightened out.
10. After repeating No. 9 above enough times I've found that things are rolling smooth enough in the DI that I can put my attention on starting to build up my reserves. (Auditors in Full time training, I/Ts posted for vital posts, supers off to HPCSC, etc.)

This is pretty much the Cycle I've learned on Flag and used to produce the Power stats in Buffalo. IN EVERY CASE, PRECEDING EVERY ACTION, I'VE MADE SURE I (1) MANAGE BY STATS ONLY, and (2) USE DATA ANALYSIS AND ACT ON REAL WHYS FOUND. This I've found is the KEY. Provided one knows the PLs and HCOBs, IMPROPER THINK is the only thing which could impede successful actions.

Some important items which I've observed about the TEO post are:

Product 2s and 4s are NOT your HAT but will continuously choke you if you haven't hatted and apprenticed a Tech Sec (Prod Officer).

Product 3s are NOT your post but will choke you if you haven't hatted and apprenticed an Org Officer for the Div. (In small Tech Divs the Prod Off can double hat this one - but he MUST be hatted for it and apprenticed.)

Your HAT concerns Product 1. The Establishment. You will be left alone to handle this to the degree that you've established a Tech Sec Prod Off and Org Off.

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As you expand the Div, you'll run into other Divs which should be assisting you. If they're not then the HAS hasn't done for the ORG what you've done for Tech. (Example: You've gotten all these auditors and supers and internes etc established and Dissem and Distb aren't flowing pcs and students. WHY? The HAS hasn't established the Dissem and Distb Divs as fast as you've established the TECH DIV.) The Solution? Well, get pcs and students despite no help. Get your Tech Sec in liaison with the Prod Off of the Org to Pilot some "Big Ideas" to draw in floods of pcs and students to consume the products your machine is capable of producing. AND DEMAND THAT THE ORG SEND OUT AN EMERGENCY HAS TRAINEE TO FLAG.

Also, do data and situation analysis on the lines between the other Divs and Tech to find out why they aren't flowing and when you find the WHY refer it to the HAS, Respective Div Head, ED, Product Off, Org Off, WHOEVER you need to get the WHY corrected. DON'T get into doing things IN the other Divs.

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Above all, I've found that the more you apply the PLs HCOBs and particularly the DATA SERIES, the more HONEST YOUR DIV BECOMES AND THE EASIER IT BECOMES TO PRODUCE AND ESTABLISH.

Really, ALL of my Successful actions have been DOING WHAT RON SAID."

Ed Russo  
TEO Buffalo

Training & Services Aide

for

L. RON HUBBARD  
FOUNDER