(Cancels HCO P/L 8 Feb 72 of same
title which was only an ASHO pilot)

Establishment Officer Series No. 1

THE ESTABLISHMENT OFFICER

PURPOSE

The Establishment Officer system evolved from the
Product-Org system where it was found the HAS alone could
not Establish the Org.

The purpose of Establishment Officers is to ESTABLISH
and MAINTAIN the establishment of the org and each division
therein.

The term "Est O" is used for abbreviation as "EO" means
Ethics Officer.

It has been found that the whole reason for any lack
of prosperity of an org is INTERNAL.

All booms and depressions of an org are due to its
being expertly built up and then, having a peak period,
is not maintained in that well established condition and
disintegrates.

In the vital flurry of getting the product and expand-
ing, the org becomes dis-established.

In the Product-Org Officer System of 1971 it was found
uniformly that as soon as the org began to boom, the HAS
was wholly unable to establish rapidly enough and the boom
collapsed. HCO was too few to keep an org established even
when the HCO was manned because THEY WERE NOT WORKING INSIDE
EACH DIVISION.

The answer to these shortcomings is the Establishment
Officer System. This preserves the best in the Product
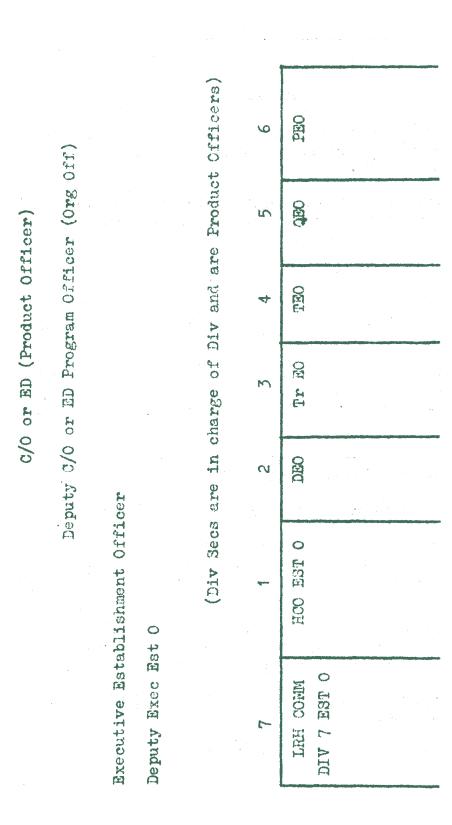Org System and keeps pace with product and expansion.

A well trained hard working Est O in a division has
proven to be the miracle of org prosperity.

The system has already been tested and is in successful
operation.

Establishment consists of quarters, personnel, training,
hatting, files, lines, supplies and materiel and all things
neccessary to Establishment.

POSITION

The Org Bd of Establishment Officers is

C/O or ED (Product Officer)

Deputy C/O or ED Program Officer (Org Off)

Executive Establishment Officer

Deputy Exec Est O

(Div Secs are in charge of Div and are Product Officers)

7	1	2	3	4	5	6
LRH COMM DIV 7 EST O	HCO EST O	DEO	Tr EO	TEO	QEO	PEO

The EXECUTIVE ESTABLISHMENT OFFICER (EXEC EST O) ranks with the Deputy Commanding Officer or Deputy Executive Director. He heads the ESTABLISHMENT OFFICER CONFERENCE which guides establishment, briefs Divisional Est Os and does Financial Planning.

The DEPUTY EXECUTIVE ESTABLISHMENT OFFICER (D/EXEC EST O) assists the Executive Establishment Officer and handles programs and assists in handling the EST Os who, being 7 or more, violate the rule of 5 for a senior.

An ESTABLISHMENT OFFICER IN CHARGE is an Est O who has Establishment Officers under him in an activity that has 5 or less Est Os does duties comparable to an Executive Est O for that activity.

A CHIEF ESTABLISHMENT OFFICER + DIVISION is an Est O who, in a division has Establishment Officers under him due to the numerousness of the division.

A LEADING ESTABLISHMENT OFFICER + DEPARTMENT is a Departmental Establishment Officer who has Section Est Os under him due to the numerousness of the section.

An ESTABLISHMENT OFFICER + SECTION is an Establishment Officer of a section where there is a departmental and Divisional Est O.

The Divisional Establishment Officers are as follows. If they have other Est Os under them in the Division the title CHIEF is put in front of the title.

THE DIV 7 ESTABLISHMENT OFFICER (Div 7 Est O) for Division 7, the Executive Division. He is not "The Executive Est O". He carries out all the Est O duties for this division.

THE HCO ESTABLISHMENT OFFICER (HCO Est O) establishes and maintains HCO.

THE DISSEMINATION ESTABLISHMENT OFFICER (DEO) establishes and maintains the Dissem Division.

THE TREASURY ESTABLISHMENT OFFICER (Tr EO) establishes and maintains the Treasury Division.

THE TECHNICAL DIVISION ESTABLISHMENT OFFICER (TEO) establishes and maintains the Tech Division. This division amongst all the rest is most likely to have other Est Os in the division.

THE QUALIFICATIONS ESTABLISHMENT OFFICER (QEO) establishes and maintains the Qual Division.

THE DISTRIBUTION ESTABLISHMENT OFFICER (PEO for Public Division) establishes and maintains the Distribution Division.

HEAD OF ORG

The head of the Org is the Commanding Officer or Executive Director. He is a PRODUCT OFFICER. He is senior to the Exec Est O.

DEPUTY C/O OR ED

The C/O's or ED's DEPUTY handles the Admin functions of the C/O or ED and is the PROGRAM OFFICER, getting the ED's Product Pgms or Targets executed.

He ranks with the Exec Est O.

HEAD OF DIVISION

The head of a division is the DIVISIONAL SECRETARY. He is the PRODUCT OFFICER of his Division.

He is senior to the divisional Est O or Chief Est O.

DEPUTY DIVISION HEAD

The DEPUTY SECRETARY of a Division is the Admin Officer of that Division.

He handles the programs of the Division for the Secretary.

He ranks with the Divisional Est O or Chief Est O.

DEPARTMENT DIRECTOR

He is the PRODUCT OFFICER OF HIS DEPARTMENT.

The Divisional Est O is senior to him.

The Departmental Director is senior to an Est O posted to his specific Department.

SECTION OFFICER

The officer in charge of a section is the PRODUCT OFFICER of that Section.

He is junior to all Est Os except an Est O posted directly to his specific department.

STAFF

Staff members other than those who are Est Os are all Considered PRODUCT PERSONNEL from the viewpoint of the Est O.

TEST

The test of the successful Est O is whether he increases QUANTITY and QUALITY of PRODUCTION PER STAFF MEMBER AND AN ABSENCE OF DEV-T (Developed or unnecessary traffic).

SMALL ORGS

An Est O In Charge in a small org (2 to 5 staff not counting Est Os) would be one of two Est Os. He would handle the Est O System for that org and Divisions 7, 1 & 2 and the other Est O Divisions 3, 4, 5 and 6.

With trained Est Os actually functioning the production of this small org would increase and one would have an evolution leading to an Est O I/C, one Est O for 7, 1 & 2 and another for 3, 4, 5 and 6.

Further evolving there would be an Est O I/C, one for 7, 1 & 2 one for 3, 4 and 5 and another Est O for Div 6.

With additional expansion there would be an Est O I/C, one for 7, 1 & 2, one for 3 and 5, one for 4 and one for 6.

Additional expansion would have an Est O I/C, one for 7 and 1, one for 2, one for 3 and 5, one for 4 and one for 6. This reaches the stage of 5 Est Os for one Est O I/C.

We now upgrade the system to an Exec Est O and a Deputy and one Est O per division.

Almost at once Tech will need a Chief TEO and a TEO. Then a chief TEO and 3 Leading Est Os for 4.

The system goes on evolving. One Est O to 10 staff is the maximum allowed at this stage.

BUREAUX

Where Bureaux are combined with the Service Org the Divisional Est O also has the duties of the Bureau Establishment.

In such a case there is an OPERATIONS ESTABLISHMENT
OFFICER in charge of the four Operations Bureaux which
combined make up the Operations Bureau. He, as expansion
occurs, will shortly become a Chief Est O for Operations
(or Chief Operations Est O) with an Est O in each Bureau -
The Action Leading Est O; the Data Leading Est O; the
Management Leading Est O; and the Ext Comm Leading Est O.

RULE OF EXPANSION

The Est O System may not be expanded nor may the Org
be expanded without comparable expansion of GI, Delivery
Completions and Success statistics.

The quality and skill of Est Os in acquiring person-
nel, training, hatting, supplying, FP conduct and other
duties is directly reflected in statistical increase of
GI, delivery, success and VIABILITY.

EST O TRAINING

The EXEC EST O (or Est O I/C) is responsible for the
quality and performance of all his Est Os. EXEC EST Os
or EST O I/Cs are trained on Flag or as designated by Flag.

Exec Est Os or Est O I/Cs are usually granted the
right to train Est Os. For this they must have the packs
and equipment.

The actual hatting and training of Est Os comes under
the Deputy - Exec Est O.

In a crush emergency in any one of the mentioned divi-
sions the EXEC EST O goes in on Divs 7, 1 or 2 and the
Deputy Exec Est O goes in on Divisions 3, 4, 5 and 6.

An Est O usually works the full day less Conference
time and studies an additional 5 hours minimum.

TRAINING OUTLINE

A full training outline of the skills required in
an Est O follows:

    Vol O OEC
    Vol 1 OEC
    Org Series P/Ls
    Personnel Series P/Ls
    Exec Series P/Ls
    Data Series P/Ls
    Est O Tape Series
    "PR Becomes a Subject" FEBC Tape
    Mini Course Super Hat

ARC Triangle Materials
Dianetics 55
FP policy (Finance Pack)
PTS Phenomena HCO Bs
DB and SP HCO Bs and P/Ls
Psychosis HCO Bs
Investigatory Tech
Meter Operation
Methods 2 & 4 Word Clearing.

In addition they must know the policies of their Division OEC Vol.

The Prod Org System as Modified.

The tech of any machinery of their Div.

Quarters and housing P/Ls.

Any FOs that may apply on Ships.

Any FSOs or CBOs that may apply in Bureaux.

There is a difference in what the Est O himself has to know to be hatted and what he must teach in his division. These are TWO different bodies of knowledge.

The Est O becomes proficient in his own hat and makes others proficient in theirs.

CASE REQUIREMENTS

(Not necessarily in Pgm Order)

TRs The Hard Way
Admin TRs
OCA not below Center Line
Physically well
Case gain
C/S 53 to F/N on List
If Drugs full Drug RD
GF 40 RR to F/N on List
The HAS Rundown
F/N on White Form
Study Corr List
WC No. 1

HATTING CYCLE

The cycle of hatting of Est Os and of staff members is HAT some and get production, hat more and get production, hat more and get Production. Hat to total specialization, get production. Hat to more generalized skill and get production. Hat an activity until it can do own and everyone else's hat in the activity and get production.

Quarters, supply, equipment, space all follow this same gradient. Get it in, get it **producing**, get more in, get it producing.

EST O TRAINING

An Est O has 2 hats. A. His own hat as an Est O in which he must be expert. B. The hats and skills he is grooving in on others.

The most skilled Est O learns his own job and that of the other fellow rapidly and thoroughly.

These two hats are separate and must be kept separate.

INVOLVEMENT

The Est O may not involve himself in the Production cycles of a post or division except to learn it himself so he can hat expertly or get the HCO P/Ls or Tech Applied to it understood by himself so he can hat and debug the post.

The Est O _must_ be an _expert_ on Word Clearing Method 3 tapes and then WC Method 4ing them.

He in Europe MUST KNOW FOREIGN LANGUAGE TRANSLATED TAPE HCO Bs, P/Ls AND EXPERTISE.

HCO

HCO performs its normal duties per policy. It is not called on to Establish the whole org, however, but is to back up Est Os.

Personnel is obtained through Department 1 by Est Os but these do not have to depend only on that but must clear personnel and changes through it.

EXEC EST Os MAA

The Executive Est O has a MASTER AT ARMS in a large org.

The MAA musters the crew, conducts any exercises, does ethics investigations as needful especially by the Exec Est O and helps hat the Ethics Officers of the org. He does not replace these. He does other duties assigned.

PRODUCT CONFERENCE

The PRODUCT CONFERENCE is conducted by the C/O or ED (or his deputy). It consists of the Divisional Heads of the Org as each of these is a PRODUCT OFFICER.

It sets and reports on Targets.

As the C/O or ED as PRODUCT OFFICER investigates and does evaluations and writes programs, some of the actions of the Product Conference is furnishing data to debug. The Data Series and the OEC and FOs are the tech used. (The primary reason for failures of such a conference will be found to be A. Operating on wrong WHYs. B. Lack of knowledge of Conference tech which is mainly do home work for the conference (CSW) before it begins, not during it and do not monopolize Conference time.)

Therefore Product Conference success depends upon

1. Finding and operating on correct WHYs.

2. Getting targets for Valuable Final Products of each Div or department that exchange with the society around them in return for income.

3. Ensuring adequate preparation (intelligent programs).

4. Debugging production programs.

5. Getting DONES not not done or half dones as they will become hidden backlogs in the org.

6. Coming to Conference prepared.

7. Not monopolizing Conference.

8. Actually punctually holding them.

EST O CONFERENCE

The ESTABLISHMENT OFFICER CONFERENCE is held by the Exec Est O (or his deputy).

This Conference handles Est O matters, debugs Est O targets worked out by the C/O-ED or Est Os projects, gets in reports of divisions and their personnel, hatting, supply, spaces, quarters etc.

The Est O Conference handles Financial Planning using FP Policy in which the Est O must be proficient. (FP must be approved by the Treasury Sec, Finance Banking Officer and Assistant Guardian. The Org has to be run on FBO/A/G allocations and these are the check signers of the org.)

This conference is governed by similar guide rules as a Conference to the Product Conference.

The PRODUCT Conference is senior to the Est O Conference but cannot overrule its FP.

PROGRAMS

Est Os as well as PRODUCT OFFICERS run on Programs.

These are in accordance always with Data Series 23 and 24.

AIDES COUNCIL

An Aides Council or A/Aides Council is held as

1. A product Conference or

2. A Program Conference or

3. An Establishment Conference.

But never 2 or 3 of these at the same time.

SUMMARY

The Est O System has already proven a success.

It will be successful in direct ratio to its

1. Staying On Policy

2. Setting no independent policy

3. Operating only toward production

4. It's Est Os continuing to train and be well trained

5. Consistently staying in the Division and actively working in it to establish and maintain, better establish and maintain

6. Setting an excellent example to staff as competent helpful executives and staff members.

                              L. RON HUBBARD
                              FOUNDER