

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex
HCO POLICY LETTER OF 9 MARCH 1972

Remimeo

Issue II

Establishment Officer Series No. 2

HATTING THE EST O

It will be found that hatting rules and procedures apply to the Est O himself.

In orgs while under training he himself is hatted and produces alternately, doing better and better.

He must NOT be let off hatting until he is fully Hatted.

And he shouldn't, especially when being trained in an org by an Est O I/C, be let off establishing on the excuse he is not yet fully hatted.

IMPORTANCE OF EST O HAT

It will be found that some Est Os' back off from an area because "they do not know all the tech lines and hats in that area".

The reason they give for this back off is the wrong Why. They back off or fumble when they are not hatted as Est Os! Not because they are not hatted on the area's hats.

Just like the housewife who criticizes her neighbor for a cluttered back yard while standing in a more cluttered one of her own, hatting begins at home.

If an Est O knows his business he could straighten up a huge corporation using the Est O system with never a whisper of their business!

It would be tough. But it shows where the importance lies.

There is Est O tech. When it is not known or used, then an Est O can just sink down into a division puzzled and apathetic, thinking its tech is what is bogging him.

He daily sees and talks to people swamped in Dev T, unsure, nervous and wide eyed with problems and questions.

If an Est O does not at all times KNOW HE IS AN EST O and ACT LIKE AN EST O he can easily slide into these confusions and try to handle production - performance problems that are outside the Est Os line of duty.

FIRST, LAST AND ALWAYS IT IS THE EST O HAT THAT MUST BE WORN IN ANY GIVEN SITUATION.

Thus the A (own hat) and B (div tech and hats) differences of hats is important to know.

It's great to know and one should know a division's tech and hats. But this is something one learns as he goes along.

It's a matter of THE MOST VITAL IMPORTANCE that the Est O wears his Est O hat.

That's the hat he has to have down cold.

Then he will find that org and division confusion is nothing to him.

HE HANDLES THINGS LIKE THAT!

HE IS AN EST O!

L. RON HUBBARD
FOUNDER

LRH:ne
Copyright © 1972
by L. Ron Hubbard
ALL RIGHTS RESERVED