

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

Remimeo

Issue III

Establishment Officer Series No. 3

DEV-T AND UNHATTEDNESS

The first thing an Est O runs into in an area that is not hatted is DEV-T (developed unnecessary traffic).

People in an org can be working frantically, totally exhausted and yet produce nothing of value. The reason is that their actions are almost totally Dev-T.

The WHY of this is UNHATTEDNESS.

The people on the posts do not know their own hats or even if some do they are dealing in the "NOISE" of other people who don't know their own hats.

Few if any of these people know the other hats or duties of the org and so don't know Where to go for service or Who to approach or despatch for What.

So it's not an org or a division. It's a non-productive chaos.

The answers are three:

1. Get Dev-T understood and
2. Get the staff at least Instant Hatted at once.
3. Chinese school (staff or div staff all together in front of a big org board chanting together the hats, duties and products of the org as visible on the org board.)

In order to get anything done at all or even begin this an Est O Ethics Officer function has to be in.

A schedule has to be posted including exercise, post time and study and staff has to be mustered and handled at these periods. This gets some awareness of the org group as a team of people with similar purposes.

DEV-T

Dev-T packs are made up. These consist of:

HCO P/L 2 Jul 59 "Dev T - The Delirium Tremens of
Issue II Central Orgs"

HCO P/L 29 May 63 "How to Handle Work"

HCO P/L 21 Nov 62 "Completed Staff Work"

HCO P/L 17 Nov 64 "Off Line and Off Policy, Your
Full In Basket"

HCO P/L 31 Jan 65 "Dev-T"

HCO P/L 8 Feb 65 "Dev-T Analysis"

HCO P/L 13 Oct 65 "Dev-T Data"

HCO P/L 5 Jan 68 "Dev-T Series. Overfilled In
Baskets"

HCO P/L 27 Jan 69 "Dev-T Summary Lists"

HCO P/L 30 Jan 69 "Dev-T Summary List Additions"
Issue II

HCO P/L 27 Oct 69 "Admin Know How No.23 - Dev-T"

HCO P/L 4 Nov 69 "Dev-T Graphed"

HCO P/L 23 Jul 71 "Telex Comm Clarity - Dev-T
Series"

HCO P/L 25 Oct 71 "Comm Routing"
Issue 1

HCO P/L 27 Feb 72 "Exec Series 9 - Routing"

HCO P/L 29 Feb 72 "Exec Series 10 - Correct Comm"

These packs are issued to staff members and they are required to check out on them.

Each staff member keeps a Dev-T log and writes down the name of anyone he is getting Dev-T from and also issues Dev-T chits.

HATTING

The staff at the least are Instant Hatted at once - place on the org board, work space, supplies, what his title is and what it means, org comm system, what he is supposed to produce on his post.

He is gotten producing what he is supposed to produce in some volume at once.

Had he just done his job as an Est O he would have found the WHY.

The Course of course resolved at once and got the product.

BEWARE

A person training to be an Est O himself can be very guilty of Dev-T to his senior Est O.

By bringing a problem to a senior without having resolved it, HE CAN GET HIS SENIOR UPSET, ALARMED, DESPERATE AND PULLED INTO THE DIVISION!

These solutions of "transfer this one or that", "Comm Ev this one or that", "this situation is so ghastly that (and there follows some wild solution that sounds like "stand the pc on his head") are simply abandonment of standard actions.

As the observation is bad, the Why is not found. Then the situation looks unusual. So unusual remedies are urged.

And a senior can be dragged right in!

CORRECT ACTION

Anyone handling Est Os in Training has to use the standard action of

1. Get the packs of that Post! (or area or Div) he's trying to handle or proposes the unusual solution for.
2. Look over the policy materials! (May include discard of "former occupant hat write ups" and looking into P/L or FO or files for the real materials about it. May include Word Clearing 4 or a Clay Demo or a WHY as to why the Est O can't dig them).
3. Work out the Product of that post! (or course or section or dept or div or even the org. May require getting the word PRODUCT understood or Wd Clearing Method 4 on the Est O I/T, or even the "Management Power Rundown" or Cram on Products or any other standard action such as even finding WHY he can't dig Products.) (And it may require "detective" work on the materials of the post to find out what is continually talked ABOUT so one can figure out from that what the Product would have to be.)
4. Be sure it is the major EXCHANGE product of that post! (or dept or Div or area. May require reviewing the Est O I/T on EXCHANGE, its P/Ls and the Est O tapes).

5. Check it with the Product Officer! (the head of the Dept or Div or Org and don't be startled if he has a cognition on it or if he violently disagrees with it while having his own product wildly non-Exchangeable! which opens up a whole new situation! Or he may simply suggest a revision of the wording. BUT THIS POINT HAS TO BE CLEARED or the Est Os will find themselves going East while the Product Officers go West!)

6. Go to your Area! (this may include making the Est O I/T do TR O on the area or running him on bodily reaching and withdrawing from it and other drills or even a 3rd party investigation.)

7. Observe the scene! (which may mean having to wait until it has traffic or action in progress. It may mean a microphone plant as on an auditor or a tape of an interview with a voice start-stop operated recorder to catch the traffic, but it generally means just looking and comparing what one sees to the key P/L about it or an ideal scene as would have to be in order for a product to occur in it.)

8. Find the WHY! (and that means Investigation Tech and the Data Series. It can be formally written up or just there it is!)

9. Get it accepted! (which can mean argument or H.E. and R. or violence or blows off post if it isn't the right WHY or the person is just plain SP. The right Why brings in GIs almost always. It's usually as obvious as a bass drum in the middle of the floor once seen.)

10. Have (him, her or them) GET IT IN! (which can mean a project written per Data Series 23 & 24 or it can be just "do it.")

11. Straighten up the (spaces, lines, materiel, personnel) indicated by the WHY.

12. Hat the person (personnel) to get production! (could mean begin to hat, wholly hat, could mean train further, could mean find the WHY that stops him or them from being hatted, but it means get better hatting DONE.)

13. Review to find if production increased! (means look it over again to be sure it was the right Why found as a Why must lead to a nearer approach to ideal scene. Usually means INCREASED STATS for the area.

14. Train the Est O I/T better.

2. FULL Est O set up to be gotten on post at once. They go on duty and part time train. HAS. _____
3. Existing Est Os and those to be put on at once to hammer, hammer, hammer all posts on Off Line - Off Origin and other points of Dev T so they are UNDERSTOOD. EXEC EST O. _____
4. Big Paper Org Bd with new complement to be gotten up at once in HCO. HCO EST O. _____
5. Big Paper Org Bds from it to be gotten up in each Div and the Div Chinese Schooled on it. Specializing in the Div but also covering the Whole Org so people know where they are and what each handles and where other terminals in the org are so they can properly route to or go to them for the exact service of that exact post. DIV EST Os under EXEC EST O. _____
6. Straighten out the Comm Lines of each post. EXEC EST O. DIV EST Os. _____
7. Report to his Div Est O (see org bd) or Ethics Officer any person originating off-line off-origin traffic or failing to originate from his post paper or body or remark. Report by "Dev T Chit." EVERYONE IN THE ORG. _____
8. Send flagrant offenders to Admin Cramming. EXECUTIVES. _____
9. Put in
 1. Instruct, and if no Improvement:
 2. Cram, and if no Improvement
 3. Retrain and if no Improvement
 4. Offloadwhere hatting continues to fail to produce rapid comprehension of Dev T and/or persistent inability to actually DO his hat. Court of Ethics or Comm Ev on request to remedy any injustice. EST Os. _____

10. Excuses concerning hatting and arbitraries like "Only study hat in hatting college" to be wiped out and any barriers to getting On Policy On FO-FSO wiped out by Ethics action or Cramming. EST Os. _____
11. Instant Hat every staff member. DIV EST Os. _____
12. Chinese School every Division. DIV EST Os. _____

LETS MAKE THIS A CRACK ORG WE CAN BE PROUD OF!

EXECUTIVE DIRECTOR

The above program can be completed in a few days.

It is followed by further programs to get in lines of the org, full hatting, and proper Comm set ups for each staff member etc.

If the program falls out or Dev T flares again,
A. REHAT Est Os and B. Do the program once more.

The org will come right and begin producing PRODUCTS WHICH EXCHANGE FOR VALUABLES.

The org will become solvent.

Only the Est O system makes such a program possible.

We have long had the tech as you can see by the P/L dates. Dev T tech has existed since the mid-1950s. But it could not be gotten in swiftly enough to make a start-ling change in the org morale or stats until EST Os were on post in an org.

If it does not go in rapidly even with Est Os then some of the Est Os are not well enough or firmly enough hatted as EST Os and the answer of an EXEC EST O or Est O I/C is to very rapidly cram his Est Os or following the 1. Instruct, 2. Cram, 3. Retread, 4. Offload pattern improve his Est O team.

Fully done the program works like a beautiful breeze bringing peace and a cheerful staff.

L. RON HUBBARD
FOUNDER