

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 9 MARCH 1972
Issue III

Remimeo

Establishment Officer Series 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 Central Orgs"
	Issue II		
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 PL 9 Mar 72 III	2	
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 I
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.

Hat checklists and packs are verified as there or are gotten ready.

A full hat checkout can then begin.

Courses he needs are done in staff study time.

Actually hat study and checkout is done on the post a bit each day.

This is in fact "on the job training" as he is expected to go on producing while he is being hatted.

ORG BD

Org Bds are rapidly gotten up or up to date in the org (in HCO) and (full org bd) in each Division.

Each Division is Chinese schooled first on its own org bd, then on the org as a whole, in such a way that they know the duties of divisions, departments and posts and the flow lines of the org.

Wherever an org or even a division falls apart or slows up, this campaign is repeated.

SAMPLE ORG ED

This is a sample Executive Directive (ED) giving a program written for an actual org where the above was done to cure Dev-T and get the org hatted and producing:

ED _____

Date _____

TOP PRIORITY

Takes Priority over all other Eds
(as they can then be gotten done!)

CORRECT COMM PGM

SITUATION:

It has been very difficult to handle the org.

DATA:

A long and intensive collection of data has finally culminated in discovering,

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CORRECT COMM PGM

SITUATION:

It has been very difficult to handle the org.

DATA:

A long and intensive collection of data has finally culminated in discovering, through reports on comm and inspections by showing why the org appears fantastically busy and overworked while producing very little even when it was found the org was insolvent.

Ethics has been very heavy for some time and has not led to any spectacular recovery.

But the Comm Line reviews and analysis reveal

INVESTIGATION:

The Org and all its Units is drowning in DEV-T. HCO is even generating it. This makes an appearance of frantic action and overload while little is produced.

And an analysis has produced a

WHY:

The org is almost totally unhatted and untrained.

DEV-T comes only from AN UNHATTED UNTRAINED ORG.

STATS:

Out the bottom and below the briny bedrock of the sea so far as finished products per man-hours and as far as GI by reason of the org are concerned.

IDEAL SCENE:

A whole staff and the org fully hatted and producing only correct comm without Dev T and at work actually producing things of real value which will exchange for value.

HANDLING:

THE EST-O SYSTEM AND DEV T P/Ls HANDLE THIS.

1. Admin Cramming and each EST O to be furnished with packs of Dev T Policies at once Including last Exec Series P/L Routing and new Dev T P/L Correct Comm. ALL HANDS DISSEM.

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