

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 14 MARCH 1972  
ISSUE I

Remimeo

Establishment Officer Series No. 6

SEQUENCE OF HATTING

- (1) The Executive Establishment Officer or Establishment Officer In Charge hats and keeps Est Os working in their areas.
- (2) The Est Os work in their areas hatting and establishing.
- (3) The Product Officers get Production.

In that way the org is built or expands stably. In that way the org is prosperous, the staff is happy.

If some other sequence is being tried or other things are happening then the org is likely to be slow, upset or non-viable.

When an org has both an Exec Est O and an Est O I/C or Chief Est Os or Leading Est Os the Exec Est O shall hat (a) all the Est Os and the I/C or Chief or Leading Est Os especially until they can safely be trusted to become a 1A relay point in the above where 1 would be "The Exec Est O hats all Est Os I/C, Chief and Leading Est Os until they in turn can hat and handle their Est Os as per 2".

SPEED

Power is proportional to the speed of particle flow. This applies to despatches, bodies, materiel and anything else that can be called a particle.

What then slows things down?

UNCERTAINTY.

Many things can cause uncertainty. Threats, transfers, rumors.

People want their posts. Leave one without one awhile and see what happens!

Firm Establishment, unchanging orders give certainty.

Nothing however causes more uncertainty than what one's product is.

Or if he can get someone to get out a product.

As Certainty becomes firm on the product of a post or org, the ability to get it out, then all else falls into place and Establishment has occurred.

BY-PASS

It is easy for an Exec Est O or Est O I/C or any Est O to imagine he could make it all right by just by-passing and doing the product job. If he does that he fails as an Est O and the staff becomes uncertain as they feel they can't get out the product.

SPEED UP

If you want to speed up an org just do the usual 1, 2, 3 as given above.

The org will become certain.

It will speed up.

EST O DESKS

Est Os who do lots of Admin are not being Est Os. They belong on their feet or at best sitting with a staff member hatting him.

When an Est O has given up he begins to do Admin.

Of course one has to do org boards and CSWs for posting, lines and materials. And one does have despatches. But if these require more than a couple hours a day something is very wrong.

The Est O is the only one who MUST bring a body.

ASSISTANT MASTER AT ARMS

In a very large org there are at least two Est O Masters at Arms.

Both have crew mustering, exercise etc. Their functions can interchange.

But the senior is the Exec Est O's MAA for Investigation and finding Whys.

The Assistant MAA is the one who helps handle the Est Os and cross checks on them and helps them and acts as Liaison between them and the Ethics Officer or HCO terminals of the org.

Est Os do NOT go to the HCO Est O for HCO PRODUCTS. They go to the HCO terminals involved or, far better, put it via the Asst Exec Est O's MAA - "the Est O's MAA". And he does not go to the HCO Est O either but to the proper terminals in HCO.

The Assistant MAA should know at any given moment where to find any Est O in the org. This is so he can get them for the Exec Est O or locate them due to emergencies.

He is their personal troubles terminal.

He verifies their presence at any muster.

He is in fact keeping the lines in between the Exec Est O and the Est Os.

It is all done by body traffic, not by any despatch.

In an exact division of duties the Senior Exec Est O MAA is responsible for the whole staff as people. And how they influence Org Form.

The Assistant Est O MAA is responsible for the Est Os as Est Os on post and as people. And how they influence the Est O pattern of operations 1, 2 and 3 above.

#### SUMMARY

Thus the pattern can be held.

If it is, the wins are fantastic.

It is an easy pattern to hold.

It can be done.

ORGS ARE BUILT OF PEOPLE.

EST Os WORK DIRECTLY WITH PEOPLE.

And the pattern of the work is 1, 2 and 3 above.

L. RON HUBBARD  
FOUNDER