

HUBBARD COMMUNICATIONS OFFICE
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FOLLOW POLICY AND LINES

About the fastest way Est Os can unmock an org is pursue the fatal course of Org Officers in the first Product Officer-Org Officer system.

These Org Officers by-passed all normal lines for personnel, material, spaces and supplies and by disestablishing in that fashion tore more org apart than they built. This made it almost impossible for the lonely HAS to Establish anything.

An Est O especially and any Est O must

1. Get personnel on usual channels.
2. Get material only by proper procurement.
3. Get and use spaces only by standard CSW to the authorities involved - usually the C/O or ED.
4. Get supplies only by the exact Purchase Order and Supply Channels.
5. Follow the exact Admin lines designed to achieve establishment.

For, after all, those lines ARE a major part of Establishment.

If these lines are not in they must be put in.

If the Exec Est O and Est Os cannot or do not follow the Exact procedure required in policy or routing forms or admin patterns THEY WILL TEAR THINGS UP FASTER THAN THEY CAN BE GOTTEN IN.

Est Os must be drilled on these lines until they are truly in and effective.

It is up to them to set the Example to others.

LINES

Lines that cross from one division to another such as Public Lines are under the control of Dept 2 HCO.

They are dummy run by the Dir Comm under the guidance of the HCO Est O and with the cooperation of the Est O Conference.

These lines are vital to an org.

This is also true for Personnel lines, supply lines and routing forms for new staff or transfers or any other action that may involve 2 or more divisions.

Lines within a division are the business of the Est Os of that division.

Where departmental Est Os Exist, the lines linking up departments are handled by the Est O Conference of that division.

INVISIBLE

Lines are invisible to many people. They disregard them and chaos results.

Thus Est Os of all people must see that Edges are put on those lines, usually in the form of HCO Routing Forms and Ethics actions for violations.

AN ORG WHOSE ADMIN OR BODY LINES ARE BEING VIOLATED WILL DISESTABLISH.

What is gained in sudden action is lost in disestablishment. The seized desk without permission, the grabbed space without proper allocation, the ripped off supplies for lack of chits and supply lines, the suddenly transferred personnel all end up with a headache for somebody else and an unmocked area.

WORKING INSTALLATION

DO NOT DISESTABLISH A WORKING INSTALLATION!

Example: An Exec spends months building up a producing Qual Div. The Qual Sec is suddenly ripped off without replacement and apprenticing the replacement. The Div collapses. There went months of work. It was far more economical to have a Qual Sec In Training under that Qual Sec for a month or two before the transfer.

Using the wrong personnel pools for want of proper recruiting and training is the downfall of most orgs.

Because it wrecks working installations.

This applies as well to org machinery. Don't wreck one machine to get a part for another. And don't ever take one apart that is running well.

OPERATIONAL

The definition of OPERATIONAL is running without further care or attention.

Anything that needs constant fiddling or working at to make it run is non-operational! It must be repaired fully or replaced.

Man hours and time waste easily eat up any value of the inoperational machine.

Further, a machine that is forced to run that does not run well may then break down utterly and expensively. The time to repair is soon, the moment it cannot be run without great care or attention.

OPERATIONAL is a key definition that answers many problems.

It is also true of people. Those who need continual pushing around or rounding up cannot be considered operational. They can absorb time totally out of proportion to worth.

This is no license to shoot staff down. But it is a warning that where too much time is absorbed trying to make a staff member functional he cannot be considered OPERATIONAL.

If an Est O spent 100% of his time for weeks on just one staff member and let the rest go hang, he'd soon find he was rewarding a downstat as well as violating the definition of Operational.

RIGHT TARGET

A working unit that is getting on well, has an already established activity even to internal training is not the right target for an Est O to reorganize.

His whole activity should be to get it support and new trainees for it. His internal functions should be minimal so long as it runs well.

He helps it without hindering it.

Putting a unit there that is already there is a bit foolish.

The right thing to do is get it help and support!

Example: An Exec who really turns out the production. 7 Est O should groove in his Communicator and support lines and hat hell out of them.

Example: A mimeo Section that runs like a bomb. The Est O recruits new In-Trainings for it, eases its supply problems and better establishes the outside lines into it.

You keep what's established going.

New brooms may sweep clean. New Est Os know their scene. And then establish what isn't established, or its support lines. To do otherwise can hurt a working unit or activity.

SUMMARY

Know what disestablishes.

Then you won't accidentally tear down faster than you build up.

The hallmark of the good Est O is

ESTABLISH AND MAINTAIN

Sometimes he is unlucky and has disestablishing going on.

Sometimes he is very lucky and only has to maintain!

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