

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 28 JULY 1972

Establishment Officer Series 26

Executive Series 16

Org Series 32

ESTABLISHING

HOLDING THE FORM OF THE ORG

If a person who could not play a piano sat down at a piano and hit random keys, he would not get any harmony. He would get noise.

If the head of a division gave orders to his staff without any regard to their assigned posts or duties, the result would be confusion and noise.

That's why we say a division head "doesn't know how to play the piano" when he knows so little about org form that he continually violates it by giving his various staff members duties that do not match their hats or posts.

But even if one could play the piano, one would have to have a piano to play.

SPECIALISTS

Each org staff member is a specialist in one or more similar functions. These are his specialties.

If he is fully trained to do these he is said to be HATTED.

The combined specialties properly placed and being done add up to the full production of an org.

The org form is then the lines and actions and spaces and flows worked out and controlled by specialists in each individual function.

These specialists are grouped in departments which have certain actions in common.

The departments having similar functions are grouped into divisions.

The divisions combine into the whole org form.

It is far less complex than it looks. It would be very complicated and confusing if there weren't divisions and departments and specialized actions. Without these you would get noise and very limited production and income, and at great strain.

Take a theater as an example. There are people who advertise it; these are the public relations people; they are hatted to get publicity and make people want to come to the play; call them the PR Division. There are the producers and directors; they are hatted to present a performance and make it occur; call them the production divisions. There are the actors and musicians; call them the artists Division. There are the property men; they are hatted to get costumes and items needed; call them the Property Division. There are the stage hands and electricians and curtain and set men; call them the Stage Division. There are the ticket sellers and money handlers and payroll and bills payers; they are hatted on money and selling; call them the Finance Division. There are the people who clean the theater and show people to seats and handle the crowds; call them the House Division. And there are the managers and playwrights and score writers and angels (financiers); call them loosely the Executive Division.

Now as long as they know their org board, have their flows plotted out, are hatted for their jobs and do a good job, even a half-good play can be viable.

But throw away the org board, skip the flows, don't hat them and even a brilliant script and marvelous music will play to an empty house and go broke.

Why? Because an org form is not held. Possibly an untrained unhatted producer will try to make the stage hands sell tickets, the actors write the music, the financiers show people to their seats. If he didn't know who the people were or what their hats were he might do just that.

And there would be noise and confusion even where there was no protest. People would get in one another's road. And the general presentation would look so ragged to the public they'd stay away in droves.

EST O ACTION

Now what would an Est O (or an Executive Director) have to do with let us say, an amateur, dilettante theatrical company that was about to bog.

Probably half the people had quit already. And even if there were people in the company they would probably need more.

The very first action would be to Est O Series 16 the top men to make money quick.

The first organizing action would be to kick open the hiring door. This would begin with getting out hiring PR and putting someone there to sign people up who came to be hired (not to test and audition and look at references, but just to sign people up).

The next action would be to do a flow plan of public bodies and money. So one sees where the org form reaches. Then a schedule.

Next action would be to do an org board. Not a 3 week job. (It takes me a couple hours to sketch one with a sign pen for posting.) AND GET IT POSTED.

One then takes the head of each of these divisions and Hats him on what his division is supposed to do and tell him to do it. NOW.

You make and post the flow plan, org bd and terminal location plan where the whole company can see them.

Chinese Drill on a flow plan to show them what they're doing and what has to be done.

Chinese drill on the org board including introducing each person named on it and getting it drilled, what he does and who he is.

You Chinese Drill the terminal locations where each of these persons (and functions) is to be found.

You get agreement on schedules.

You now have a group that knows who specializes in what and what's expected of each.

You get the head of the whole company to work with and hat the heads of his divisions.

Now you get the heads of divisions to hat their own staffs while you help.

And you get them busy.

You then put the polishing touches on your own Dept 1 (Personnel PR, Personnel Hiring, Personnel Placement, org bds, hat compilations, hat library and hatting hatting hatting).

And by hatting and insisting on each doing his specialized job and getting seniors to HOLD THE FORM OF THE ORG by ordering the right orders to the right specialists and targetting their production and MAGIC! This amateur theatrical company gets solvent and good enough to wind up on Broadway. It's gone professional!

You say, yes, but what about artistic quality? What about the tech of writing music and acting.....

Hey, you overlooked the first action. You kicked the door open on hiring and you hatted and trained. And you let go those who couldn't get a stat.

Eventually you would meet Human Reaction and Emotion and would put in a full HCO and a full Qual particularly Cramming. But you'd still do that just to be sure it kept going.

Yessir, it can't help but become a professional group IF you the Est O, established and made them HOLD THE FORM OF THE ORG and produce while they did it.

An Executive Director can do all this and produce too. The great ones do things like this. But here it is in full view.

A Scientology Org goes together just like that. Which could be why, when we want to get something started, we say:

"Get the show on the road!"

But there is no show until it is established and the FORM OF THE ORG is held.

You are luckier than the amateur theatrical company's Est O. You have policy for every post and a book of it for every division and all the tech besides.

So there is no valid reason under the sun you cannot establish and then hold the form of the org.

L. RON HUBBARD
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