

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 9 MAY 1974

PROD-ORG, ESTO AND OLDER  
SYSTEMS RECONCILED

In the last three years there have been two new organization systems developed. These were THE PRODUCT-ORG OFFICER SYSTEM and the ESTABLISHMENT OFFICER SYSTEM.

Reviewing these I find that these systems not only reconcile with each other but also with the HCO Exec Sec and Org Exec Sec System and the Supercargo, Chief Officer System of the Sea Org.

TOP DOWN

In '67 I found that an organization must always be posted from the top down.

This means it cannot be posted with gaps between the top or lower levels on the org board.

The org, of course, must always have a top.

And there must not be a gap between the top and the next lower post. Or any gaps on the way down.

Example: Orgs run by a committee but without a head of org seldom succeed.

Example: An org with a CO or Ed, no HAS but only a Master at Arms or Ethics Officer in the HCO Division will not function but disintegrate.

Example: A musical group with an I/C and all the rest just musicians will deteriorate.

Example: A small vessel with three men aboard will not function with one the Captain, another the cook and another the deckhand.

In the first example, there has to be someone responsible for the whole organization whether above or below the committee.

In the second example, an org without an HAS or HCO Exec Sec or Supercargo, there is no one to take all those lower functions and they settle on an overloaded top.

In the musical group the I/C finds himself with many juniors and no specialized organizational handling of anything.

In the small vessel all the functions of the first three divisions are mainly abandoned and the last four as well.

All these and many more are lessons learned the hard way.

The seven division org board is present even in organizations that know nothing of it! And not knowing it or using it can bring chaos.

#### EARLIEST SYSTEM

In early days there was an HCO Sec in charge of the functions of the first 3 divisions (Exec, HCO, Dissem) and an Assoc Sec in charge of the functions of the last four divisions. These functions were not fully known as the seven division board had not been developed.

The org board evolved further and the HCO Exec Sec became the person in charge of the functions of the first three divisions and the Org Exec Sec, the last four.

In the Sea Org these titles became Supercargo and Chief Officer but the functions were similar.

#### PROD-ORG SYSTEM

Then, within the last four years the Product Officer-Org Officer System was developed.

The Executive Director or Commanding Officer had (or was) a Product Officer. The Product Officer was supported by an Org Officer to keep the place organized.

#### THE ESTO SYSTEM

The Establishment Officer System or "Esto Tech" was developed in the same time period as the Prod-Org System.

The Esto kept the place Established and organized for Production and despite heavy production demands.

#### RE-EXAMINATION

Looking over these systems, I find they fall into place naturally one with the other.

The realization is that an org with only one Product Officer and Org Officer has a gap - the HCO Exec Sec!

Actually an org needs TWO senior Product Officers - one to get the products of Divisions 7, 1 and 2 and one to get the products of 3, 4, 5 and 6!

When this gap exists, no one in real practice is functioning over Divs 7, 1 and 2 and so there is an imbalance of the org board. The org tends to fall apart. It does not rapidly expand as it has no product officer for expansion or dissemination.

#### ESTO SYSTEM

The Esto System with its powerful tech is really the Org Officer system.

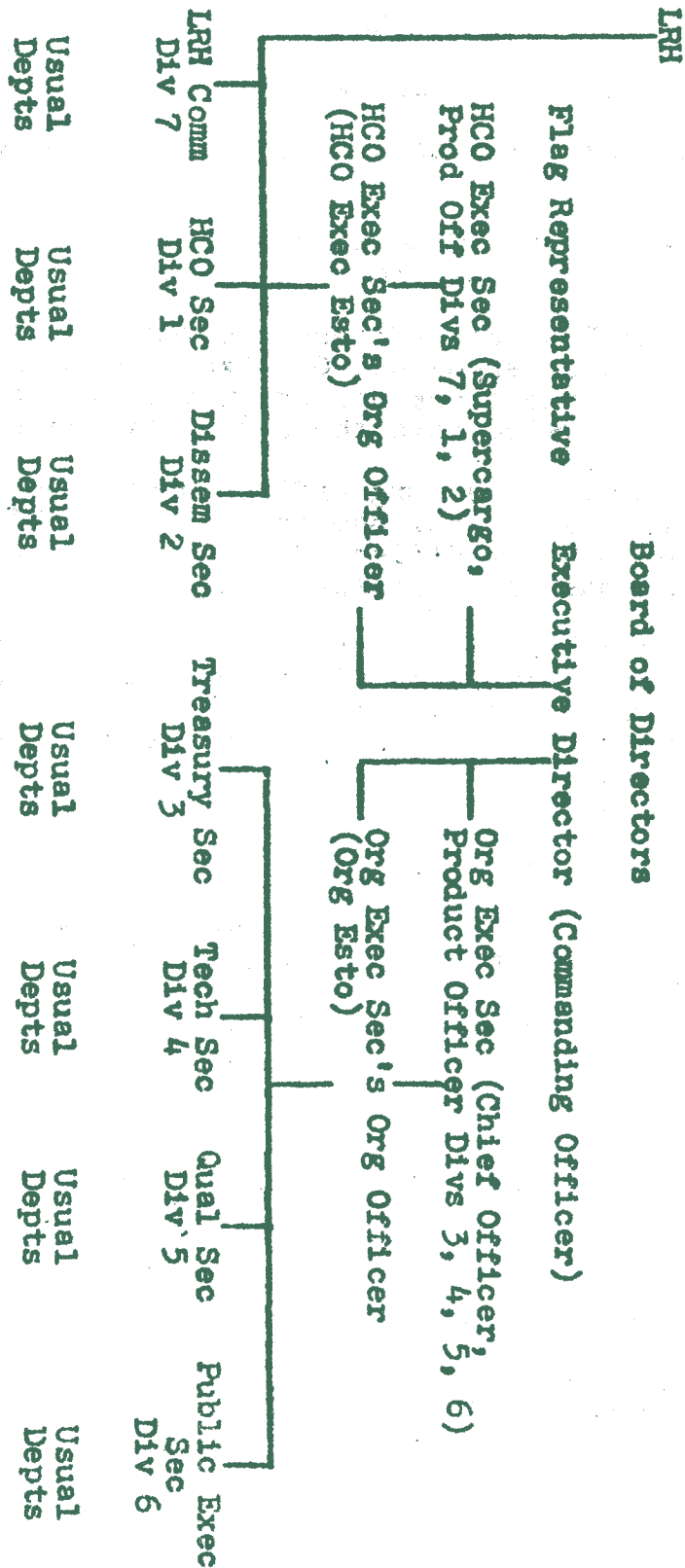
The duties of the Org Officer in the Prod Org System were not as fully laid out as they might have been.

The tech of the Org Officer is really the Esto Tech!

RECONCILIATION

Thus we can reconcile (make agree) these systems and profit thereby.

The basic org board of ANY sized org then has the functions of these titles:



So where you have a Product Officer and Org Officer to the org, you are missing two posts and so are not posted from the top down!

You should have TWO Product Officers, one who is also the HCO Exec Sec (or Supercargo) and one who is the Org Exec Sec (or Chief Officer).

And each of these has an Org Officer who is also an Esto and who uses Esto tech.

This gives the ED (or CO) FOUR terminals he is directly operating with, even though the O/Os are also junior to and under their product officers.

#### SUMMARY

This ties together all existing systems.

It finds and fills an unnoticed gap in posting from the top down.

It prevents Estos from working independently from the side into the org off command chain.

In posting Product Officers use the old titles: HCO Exec Sec (Supercargo) and Org Exec Sec (Chief Officer), remembering that these are now Product Officers operating on the Prod-Org system into their own divisions.

Post any Esto as an Org Officer under one or the other of these executives, one the "HES Org Officer" the other the "OES Org Officer." And insist they use Esto tech and consider themselves Estos.

Size of org has little to do with it. A one-man org would simply have all these titles and functions. A ten-man org would be posted from the top and all other functions directly below them not posted or held by them would also be performed by them.

#### IMPORTANCE

Failing to post the top and from the top down is the main failure point in ANY organization (not just ours).

Finding this gap is important and filling it will raise stats.

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