

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 8 NOVEMBER 1978

Remimeo

SENIOR HCO's AREA AND CONTINENTAL

To get order into the various areas, a Senior HCO is created for the Flag Land Base, PAC and every Continental Office.

It is located in the FOLOs and is independent of the FOLO HCO.

The Senior HCO exists under the LRH Comm Network and should exist there as the LRH Comm Network is basically entrusted in Establishment. LCI is more or less under the supervision of the CMO. On this via Senior HCOs are to be established.

Only the LRH Comm under whom the Senior HCO is established may issue orders to it. Other COs and EDs no matter what rank may not.

A Senior HCO Int is established in the Office of the LRH Comm Int and is added to the LRH Comm Int Org Board.

A Senior HCO Flag is established at the Flag Land Base under the LRH Comm Flag.

A Senior HCO PAC is established under the LRH Comm Continental PAC.

A Senior HCO is established in every Continental Office under the LRH Comm Continental.

A Senior HCO consists of the following:

The Senior Personnel Officer handles recruitment and has under him a Training and Hattting Officer. Like a banker the Senior Personnel Officer accumulates reserves of trained and hatted personnel. Every org demand for personnel is responded to with a utilization survey by the Senior Dir I&R. This is the one thing in the past that Department One has failed to do and this failure has developed in Continental personnel scarcity while mobs of untrained and unhatted people stand around unutilized.

The Senior Personnel Officer as a result of finding unutilized people can get them transferred to his training pools where their cases can be handled and they can be properly trained and utilized. This personnel pool is called the area EPF which has five hours a day study and auditing just like it says in various FOs (Flag Orders).

The establishment actions should consist of a Senior HAS Area; Senior PCO who is in charge of all personnel files of the area and has to OK all transfers and postings but does not furnish personnel and may not be hounded for personnel, the PCO also sees to it that people get trained and that personnel pools exist of trained personnel and prevents them

from being ripped off; a Senior Communications Officer that sees that comm systems are in in all orgs; a Senior I&R who does investigations and has under him a Senior MAA for the area.

The Senior I&R does utilization surveys. He also does inspections of quarters, buildings, berthings and equipment to make sure that it is in acceptable condition. Of course, where his orders are neglected he has an MAA under him to turn the matter over to where it can be handled properly. This is all independent of any CS-E Network.

The way this Senior HCO has to be put together is to get the Senior HAS forcing every org or activity in the area to get functioning HCOs going.

Then you commandeer all personnel files of the area under the Senior PCO and give him finance for file cabinets and folders and at least two expeditors, construct a massive personnel central files. It has to include the ethics and study records of the person. The files have to be constructed and then kept in maintain. Crew lists are issued monthly by the Senior PCO.

Provision has to be made for the PCO to receive all issues and postings related to personnel so as to file them in the proper folders. Provision also has to be made in the ~~Senior PCO's Office to furnish people with data on personnel~~ where they themselves are not keeping personnel files. Under no circumstances should unauthorized personnel be allowed to tear through these files.

Crew lists must be issued on a regular basis by the Senior HCO and to do this they must receive monthly reports from all orgs and HCOs in their area and Continent.

The Senior Communications Officer sees that standard comm systems exist in every org and the staffs are hatted on using these comm systems. He also has supervision of overall area transport, making orgs take care of their transport.

The Senior I&R of the area conducts all necessary investigations and under him the Senior MAA enforces the orders of the Senior HAS, where they are not complying, and sees to it that MAAs exist in every org and that they perform their duties.

The Senior HCO can be the starting point for getting an area in order. You won't have a prayer of handling an area which has no operating HCOs in it. You can just forget it. It's a - why training?

Because the Senior HCO is outside the authority of orgs, it can't be ripped apart by org Execs who might do so for innumerable reasons.

~~Therefore the first step in getting the whole area in order would be the creation of a Senior HCO. Just as the first step in getting an org in order is getting an org HCO that does its job.~~

The LRH Comm of an org cannot operate at all unless he is supported by a strong HCO.

Therefore, to get an area containing several orgs on a Cont in order, it is the first and most vital step to put a Senior HCO under the LRH Comm for that area or Cont.

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