

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

Remimeo HCO POLICY LETTER OF 8 NOVEMBER 1978RA
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(Revisions Not in Script)

SENIOR HCOs AREA AND CONTINENTAL

(Updated to include the existence of
Snr Cope Officer and Justice Chief in
Senior HCO, and to clarify the purpose
and functions of Senior HCO.)

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

These are located at Flag and in the FOLOs and are independent of the various Flag and FOLO HCOs.

The Senior HCO exists under the LRH Comm Network and should exist there as the LRH Comm Network is basically entrusted in Establishment. The LRH Comm Network is now under the supervision of the Int HES, Flag International Management Org. 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.

The purpose of Senior HCO is to organize all the HCOs of their area and make them function. This is best done by means of establishment programs for HCO, and seeing that these programs are fully done.

The following is a guideline of key duties of Senior HCO:

1) Ensuring that volume recruitment and hiring in Sea Org and Scientology orgs is occurring by the responsible HCO to keep orgs adequately manned and expanding.

2) Seeing that all newly recruited and hired personnel are properly routed and trained prior to posting, as well as after.

3) Seeing that all orgs post their personnel correctly per allocation boards and complements and to achieve maximum production in orgs.

4) Ensuring the upkeep of org, continental and international personnel and ethics files, and to ensure thereby that people are legally posted by approved personnel order, and that such do qualify for the posts.

5) Seeing to the training of personnel through Tech Training and Admin Training Corps, for future expansion needs.

6) Seeing to the establishment of communications systems in all orgs, and ensuring that such comm systems are properly used and adhered to as per policy.

7) Seeing that a Mimeo Section is manned and functioning without backlog.

8) Ensuring Justice and Ethics procedures are followed and the rights of individuals are protected.

9) Seeing that adequate correct Justice and Ethics are applied for maximum production to occur.

COMPOSITION AND FUNCTION OF SENIOR HCO

A Senior HCO consists of the following:

A Senior HAS, who has under him a Senior Cope Officer who handles the products of Senior HCO sections either by personally doing them, or by making the sections produce. He is there to handle the noise and screaming emergencies. He defends the establishing functions of the Senior HAS by first doing and then getting the sections of Senior HCO to do all the functions they should be doing.

The Senior Personnel Officer handles recruitment and has under him a Training and Hat 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, which the Senior Personnel Officer in liaison with the Senior Dir I & R ensures gets done by the org Department Three as per HCO PL 16 Sept 70 Personnel Series 8 ETHICS AND PERSONNEL. 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 training pool in the Sea Org is called the area EPF (Estates Project Force) which has five hours a day study and auditing just like it says in various FOs (Flag Orders).

For Class IV Orgs, as there is no such EPF set up, the Senior Personnel Officer would order any persons found unutilized to go under the org's HCO under the HCO Expeditor In-Charge where they would be placed on a special TIP to handle their cases and train them up so they can be properly utilized. Meanwhile such people would do expeditor work at the discretion of that HCO.

The establishment actions should consist of a Senior HAS Area; Senior Cope Officer; 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 in orgs. He does this by ensuring that people DO get fully trained in org Tech and Admin Training Corps, and prevents them from being ripped off such training until they are fully complete with it. At this point he authorizes a proper posting on them; a Senior Communications Officer that sees that comm systems are in in all orgs; a Senior I & R who orders and gets done investigations and has under him a Senior MAA and Justice Chief for the area.

The Senior PCO also has a line to Senior PCO Int where he forwards all executive and non-executive personnel transfers and postings for approval. All executive postings will be relayed to the Int HES Flag International Management Org and to Watchdog Committee (at this time) for final ok (Ref: HCO PL 16 Nov 1974RB TRANSFERS AND REMOVALS AND PERMANENT POSTINGS FORBIDDEN LOCALLY).

The Senior PCO Cont and Senior PCO Int have the responsibility to ensure complete personnel files are available, and that full investigation of the person's record precedes any posting, particularly those of executive postings. Seeing that people get trained so they can hold a post and seeing that no criminal execs or staff are posted is a part of their hat.

The Senior I & R gets utilization surveys done via his Department Threes. He also gets inspections of quarters, buildings, berthings and equipment done 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 Estates Network.

The International Justice Chief in Senior HCO International exists to act as final ethics authority on any ethics handling involving a Comm Ev, removal from post or dismissal or routing off from staff. The International Justice Chief has under him Cont Justice Chiefs in each Continental Senior HCO Office. The Cont Justice Chief exists to receive any and all ethics handling involving a Comm Ev, removal from post or dismissal or routing off from staff for that Continental area, and acts to filter all such traffic and ensures that it is correct and complete before final forwarding to the Int Justice Chief. The Cont Justice Chief also acts to ensure that all justice cycles that have been authorized are then properly carried through to a done for that Continental area. Where a justice cycle is not resolving at Continental level, it can be referred to the International Justice Chief who then acts as the final authority on the matter.

SENIOR HCO OPERATION

Senior HCO works in coordination with the org executives to put an HCO there. However, the Comm-Member System (per HCO PL 13 Mar 65) does apply and an HCO staff member may communicate directly with the same post as his own in Senior HCO for aid, guidance, coordination, etc.

Senior HCOs do not themselves wear the HCO hats for the orgs, and indeed this is fatal for any Senior HCO as you will soon not have establishment occurring. They do not do personnel CSWs, handle comm runs or staff ethics cycles, etc. These actions should be handled by the HCO concerned. Where Senior HCO finds itself overloaded and handling org ethics and personnel cycles which should be being done lower down the org board, they must locate the HCO or HCOs (or those executives over HCO) who are dumping their hats and push these functions back down to the area concerned, while at the same time using proper ethics and hatting actions to force those concerned to competently wear their hats.

Where an org refuses to establish its HCO or is not building its HCO fast enough, Senior HCO must intervene and put the HCO there. This would normally be done via the LRH Comm in the org and failing that, Senior HCO would personally intervene (for orgs on the immediate premises) or have a mission sent to handle it. It may simply involve hatting the executives over HCO on HCO PL 28 July 71 Admin Know-How No. 26 Phase I and Phase II or may require formal bypass of the org executives in which case the executives involved would have to be handled with proper ethics and hatting actions to get them back in control of their HCO. Such intervention must include handling the org execs over HCO as to do otherwise overloads Senior HCO and leaves the org in a perpetual Danger Condition if not worse. This handling would be done in liaison with FOLO Management who are over org execs.

Every Senior HCO staff member sees that his opposite section in the org HCO is established and functioning. Even the Senior Cope Officer who is concerned with handling any noise and screaming emergencies and getting out the immediate products of Senior HCO would want to ensure HCO Cope Officers were posted and functioning in orgs as this is a key way to get functioning HCOs in the area.

Department Ones (and for Senior HCO this refers to the Personnel Branch) are established first and they in turn man up the other HCO departments (or Senior HCO branches). Senior HCO Int establishes the Senior HCOs on each Cont as priority.

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 establish 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 Senior PCO has each org send complete personnel summaries on each of their staff to him. The files have to be constructed and then kept in maintain.

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 (via his area org Department Threes) 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 (or E/Os for Scn Orgs) exist in every org and that they perform their duties.

SUMMARY

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. Being part of the LRH Comm Network, Snr HCO operates in a climate of establishment intervening only when org seniors refuse to establish, accompanied with ethics actions on them.

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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Accepted & approved by the

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