

HUBBARD COMMUNICATIONS OFFICE  
37 Fitzroy Street, London W.1

HCO POLICY LETTER OF 2 JANUARY 1959

**HCO OFFICE DESIGNATIONS AND PERSONNEL**

There are three types of HCO offices. These are 1) Worldwide, 2) Continental and 3) Area.

In London all three office types exist. In Washington and Melbourne, Continental and Area offices exist together. Where there is no Continental office only an Area office exists.

Definitions:

**WORLDWIDE (WW)**—The central office of HCO for this Planet. All accounting reports, copyright files, book inventory reports, authority for book printing and shipment, scheduling of ACCs and Congresses, appointment of Continental and Area personnel, issuance of all policy letters, issuance of book MSS, HCO Bs, PABs, Magazine materials, tape transcription, etc are done from HCO WW. The general management of HCOs is done by me from London even when I am elsewhere than London. The master library of tapes, books, copyrights, MSS, are all in London. All routine reports, finance, requests for books, requests for policy, should be made to London.

HCO WW has as allowed personnel HCO Executive Sec World, HCO Communicator World, Magazines and PABs World, Tape Transcription W, Tape Library W, HCO Board of Review W, Book Administrator W, HCO Steno W, plus other personnel as needful.

**Definition: HCO CONTINENTAL OFFICE:** The central HCO office for one or more continents or islands. It handles books, tapes, lecture records, a magazine and other functions for a continent. Its main order of business is the sale and inventory of books in any given large geographical area and the publishing of a specific magazine for that geographical area and general supervision of it. A Continental office handles the traffic of a continent in terms of dissemination and coordinates HCO Area offices in its zone. It carries on my function of dissemination on a continental basis. It also handles ACCs and special events for that continent.

An HCO Continental office personnel consists of an HCO Executive Secretary Continental, an HCO Communicator C, a Magazine make-up personnel C, a Book Administrator C, one or more shipping clerks C, one or more file clerks or stenos C.

**Definition: An HCO AREA OFFICE** is that office that cares for a Central Organization in terms of preserving its form and structure, taking care of its *ethics*, technology and awards (certificates). It carries on my function of preserving and managing Central Organizations. It is for one Central Organization and makes sure that policies and programs are carried out, that good processing and training are given, that people who are trained get examined and certified. It administers justice. It helps care for special events such as ACCs and Congresses given in its area. It sells books only through the local Central Organization.

Its personnel consists of an HCO Secretary, Area, and HCO Communicator Area, an HCO Steno Area who is also Secretarial Executive (or governing) Director, Area, an HCO Board of Review part or full time. It adds clerks and stenos as needful.

You can see by this that there are three distinct sets of HCO lines, all of them important, all distinct.

Of course in early stages an office doubles up on its hats. HCO Continental and HCO Area may be the same office with the same people—but sooner or later, as traffic rises, the overburden of work starts swamping everyone. Then one should realize the wide difference between an HCO Area office and an HCO Continental office. HCO Area cares for a Central Organization. HCO Continental publishes a magazine and sells books and handles special events for a continent.

There are two types of lines here. They are *internal* and *external*. Anything inside a Central Organization is *internal*. Anything flying about amongst HCO offices only is *external*.

The principle in staffing in HCO is this: Have a hat for every post involved regardless of the number of bodies. When a person gets overloaded, get in somebody to wear a part of the hats that post held.

For instance an HCO Continental office and an HCO Area office is running with the same people wearing both hats. Soon someone sees the local Central Organization is being neglected. Then it's time to get an HCO Area Sec and pass the police of the local organization and Secretarial Executive Director under her. Magazine make-up, general supervision, special events, are retained by HCO Continental Exec Sec. Then as load increases get an HCO Steno, give her Sec'l Executive Director under HCO Area Sec and catch up the files and help the Communicator. Learn to put new personnel under the hats where they are *needed* and before everybody collapses from overwork.

The problem of my own traffic when I am in a Continental office is handled by airmailing all bulletins and policies and MSS I write straight to London for reissue there. Thus my presence does not mean expanding an office beyond its normal complement or contracting London when I leave. This is a set pattern wherever I am.

Area HCO Offices are not necessarily dominated by Continental offices. Chain of command is from London WW to Area offices with Continental HCO always informed. This is done to speed comms. London mails bulletins, etc direct to area offices and also to continental. Magazine articles can go to Continental offices only.

A Continental and the WW office do not need to be inside the building of a Central Organization. On the other hand an HCO Area office *must* be in the same premises as a Central Organization to help or function at all. Therefore when a Central Organization is space starved, HCO, funds permitting, should rent other space for Continental and book storage and shipping if in the same town.

All Central Organization org boards should include the Area HCO office up in the right-hand corner with dotted liaison to the Asst, Assn or Org Sec of the Central Org. Another board near the Central Org's board should carry the org chart of HCO Continental and HCO W. This is in any Area office.

HCO is a wholly practical organization, grown out of my own functions. To bring order it itself must be orderly. Its comm lines must be very precise in order for them to have impact. I think you will find on study that HCO office types as designated here will tend to speed the comm of Scientology around the world with a minimum of difficulty.

L. RON HUBBARD