

HUBBARD COMMUNICATIONS OFFICE  
Saint Hill Manor, East Grinstead, Sussex  
HCO POLICY LETTER OF 27 MAY 1971

Remimeo  
HAS  
Staff Hats

## SERVICE

The essential ingredient of any post is **Service**.

A hat essentially is **contributive**. It contributes to the general production of the **team**.

**Contributism** is a philosophy in itself. You find it in The Factors. You also find it would apply in economics. One **contributes**. One is **contributed to**. By others **contributing** to others who then contribute back, one is also benefited.

When contribution is cut or not allowed, denied or withheld, one gets the phenomenon of ARC Break in the form of cut C – Communication. (Where A is Affinity and R is Reality.)

ARC Breaks precede harmful intentional acts.

Thus you can expect that when **contribution** is not balanced to some degree, trouble and upset occurs.

From such breakdowns we get the violence of strikes, political philosophies and even revolution.

A welfare state requiring no contribution will at length be paid in revolution.

A hat "worn" without contributing to the team or without contributing one's real efforts will cause (a) an upset and discomfort in oneself (b) a harmful reaction from others and (c) reactions within the remainder of the team.

Morale is dependent upon **production**. Production is accomplished by numerous contributions of thought or effort.

Any existing organization or civilization is the sum total of its past and current contributors in terms of thought and effort.

Some contribute much, some little.

Rewards are not necessarily proportional to contribution and do not necessarily establish the degree of contribution.

Actually a "reward" is what one desires, not what is given.

Approval and validation are often far more valuable than material rewards and are usually worked for far harder than mere pay.

Even being part of an important team is a return contribution. Thus "customer approval" of the team is part of the rewards one achieves.

The subject of what one receives in return for contributing is as variable as the desires of Man.

Anyone who has a hat is expected to contribute the services outlined by the hat.

Other teammates and customers or clientele or "the public" expect a staff member to contribute his specialized services to those who seek them.

Thus **Service** is a keynote of a hat.

Many years ago when I first looked this over, I had a high position of command. After a great deal of sorting out, I finally concluded that the only privilege it conferred on me was **the right to serve**. After that I could handle the post. And was happy with it.

Certain it is that degradation is inevitable when the Right to Serve is interrupted or denied.

It is worth thinking about in relation to happiness.

L. RON HUBBARD  
Founder

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