

HUBBARD COMMUNICATIONS OFFICE
Saint Hill Manor, East Grinstead, Sussex

HCO POLICY LETTER OF 26 JANUARY 1972
Issue 1

Remimeo
All Exec Hats

Admin Know-How 29

Executive Series 5

NOT DONES, HALF DONES & BACKLOGS

There is a very definite, often unsuspected effect concealed in a backlog. And it is of such violence that it can crash an area's stats while seemingly working frantically.

BACKLOG (Webster's) noun 3. An increasing accumulation of tasks unperformed or materials not processed; verb: to accumulate as a backlog.

NOT DONES & HALF DONES

Backlogs occur for various reasons. But the two main classes are (1) NOT DONES and (2) HALF DONES.

For lack of seeing that a backlog exists, lack of supervision of existing personnel, other intentionedness of personnel, lack of personnel to handle the usual or peak volumes, lack of know-how to handle; lack of resources, and outright sabotage are some of the reasons that account for NOT DONES.

HALF DONES are as bad as NOT DONES as they bit and piece an area into a quagmire. Suppose Detroit began to make half cars. All their resources would be devoured yet nothing would really be produced yet everyone would look frantically busy; the executive worries would mount up to an inconceivable fever pitch unless the half done factor was handled.

But half dones are not always as visible as half-cars. "Have you handled Bets and Company suit?" "Oh yes." But the case is lost because the filing papers were only half prepared and half filed.

The same reasons apply for HALF DONES as are listed above for NOT DONES.

The Why of many failures is found in NOT DONES and HALF DONES.

The primary effect (there are others) of NOT DONES and HALF DONES is the building up of backlogs.

Now, no backlog ever quietly lies there. So long as anything else depended upon the actions being done, there will be pressure or threat of one kind or another on the backlogged area.

Thus when an activity becomes backlogged IT GENERATES NEW WORK NOT CONCERNED WITH REDUCING THE BACKLOG AMOUNT.

Example: An insurance company backlogs claims payments. Torrents of queries then demand why. The Claims section spends its time answering the queries, not reducing the number of claims. The volume of work doubles, triples, but no claims get paid.

BACKLOGGING AT ONCE DOUBLES THE WORK BY THE ADDITION OF DEMAND HANDLING.

Example: A Central Files fails to stay filed into up to present time. Demands for items in it cause others to consume all the file clerk's time tearing CF apart to find particles.

A BACKLOG CAN INCREASE ITSELF BY ADDING DISORDER THAT UNDOES THINGS ALREADY DONE.

Thus a backlog tears up the past work while building up future work.

Example: Personnel backlogs its files, causing it to backlog appointments. This overloads areas. These areas start crashing down on Personnel in mobs demanding it provide people. Personnel is then so busy fending off people it can't appoint. Yet is in frantic action.

A BACKLOG PREVENTS ITSELF FROM BEING HANDLED.

An org that has several backlogs in it becomes frantic and then goes into apathy.

The cure is to:

1. Get people and do ALL HANDS actions to get the most important backlogs done.
2. To find the real WHY of the backlog and handle it so a present time state is then maintained. (Requires a program, followed and Done.)
3. Check out staff on the book PROBLEMS OF WORK.
4. Get staff to do Training Drill Zero on their work areas.
5. Get staff to reach and withdraw from their materials of operation or areas.
6. Do a survey of attitudes which reveals complaints and reasons for not dones, half dones, backlogs.
7. Based on the survey campaign hard to remedy NOT DONES and HALF DONES.
8. Be very severe with any beginnings of any future backlogs.

When you see an area or org in apathy, know it has gone the route of not dones, half dones and backlogs and handle.

When you see an area going frantic know you are looking at not dones, half dones and backlogs and handle fast before it goes into the much worse condition of apathy.

Production is the basis of morale.

Not dones, half dones result in backlogs.

Backlogs destroy the possibility of future production.

Thus you know the situation of not dones and half dones will result in backlogs.

The backlogs will prevent further handling.

This subject is the subject which makes executives harrassed.

Behind every upset there will be NOT DONES, HALF DONES and BACKLOGS.

So be very alert.

Dynamite is stick candy alongside of this very explosive subject.

Don't say I didn't tell you.

L. RON HUBBARD
Founder