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Exec Series 24

Admin Know-How 37

REFERENCE:

HCO PL 28 Jul 71 ADMIN KNOW-HOW 26

HANDLING OVERLOADED POSTS

Product and Org Officers can take over a grossly overloaded key post and a) increase its production and b) reduce the work hours. They should take over posts for 48 hours and give the incumbent a rest and see what gives.

The rules that seem to apply are

- (a) It is a key post of the area in question and
- (b) It is the most overloaded and/or most non-productive post in that area.

It's one thing to issue orders. It's another to do work.

One doesn't stand behind the guy. One takes him off the post and actually does the work of the post.

While doing it one will see why it can't be done or isn't being done and one can then get a good bright idea of how it can be done and get it in and write it up.

One often finds he has to ask "What hat am I wearing?" when one finds he is on overload.

Well, one solution is to just go over and really wear that hat and see why it can't be worn, get an idea of how it can be worn, do the action to see if it's right, write it up for issue and put the person back on it.

A junior often can't mesh up the lines so they work because he hasn't the know-how and hasn't the authority. His proper action would be to figure his post out and write it up for issue and get it in his hat. When he doesn't do this it jams or overloads his own and other lines.

Where this situation exists and isn't changing, a Product Officer, Org Officer or HAS or the Divisional Product or Org Officers have an out. They can take over such a post, do all its work for 48 hours with no help from the incumbent, get an idea of how to debug it, see if that works, write it up and turn the post back over.

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