Individual indicator — the conditions and the alternative

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3 control points carry 71 % of the signals · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **An individual indicator is not prohibited**: it is framed. The agent produces it if the company asks and the conditions are met; this document gives the conditions, the mechanism that makes it stop working, and the indicator that answers the question better.

The mechanism, and why it can be checked

Step	What happens
1. Publication	The per-buyer anomaly counter becomes a target
2. Adaptation	**The doubtful case stops being raised, or is raised through another department**
3. Reading	The counter falls
4. Consequence	**Control appears to improve at the exact moment it disappears**

This is not a judgement on the Ardelys teams: it is the behaviour of any individual indicator turned into a score. Internal control then loses its only source — the spontaneous report.

The conditions to meet if the indicator is requested

Condition	What it requires	Status
Proportionality to the purpose pursued	**Written down, because it is arguable**	Draft written, to be approved
Prior information of the people concerned	Information note and go-live date	Draft written
Consultation of the works council before go-live	**The 340 staff fall within it**	To be put on the agenda

> **With those conditions met, the indicator comes out the next day.** The agent does not object to it: it only declines to produce it without them, because an unframed individual indicator turns against the company before it turns against the person.

The indicator proposed instead — by control point

Control point	Share of the quarter's 41 signals	Possible correction
Double arrival of an invoice	**34 %**	**Four-trait comparison before payment approval**
Supplier record changed without a second pair of eyes	**22 %**	**Segregation of duties — a permissions setting**
Applying a credit note	15 %	Alert at 30 days on any credit note left unapplied
Total of the three	**71 %**	**Fixable in a day**

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The exception, which is not one

Who approved and who signed is named in every file, always. A signature is not a counter: it is a fact of the file, it is the first thing the statutory auditor comes looking for, and **it protects the person as much as the company** the day the decision is challenged.

For the finance director to set

Decision on the individual indicator, and review date: _____

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