



The workload of the post — where the time goes

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1,240 visas, 480 transcriptions, 8,000 enquiries a year · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The measurement covers what the post handles and receives, not what any one person does.** No individual indicator is produced: **in a post of eleven officials, a named indicator would immediately identify the person.**

The three items measured, read on a single time scale

Item	Share of the scale, before	After	In minutes	Annual volume	Time returned
Preparing a transcription	100 %	20 %	50 min → 10 min	480	320 hours
Completeness check on a visa file	60 %	10 %	30 min → 5 min	1,240	516 hours

Item	Share of the scale, before	After	In minutes	Annual volume	Time returned
Reply to a national	40 %	10 %	20 min → 5 min	2,760	690 hours
Total	—	—	—	—	1,526 hours a year

The transcription is the post's longest task: it serves as the unit. The other two are read against it, which makes three very different jobs comparable without changing the rule. **1,526 hours is more than forty-three weeks of one full-time official's work, on the statutory basis of 35 hours. This is not a staffing saving and it must not be presented as one:** no post is cut, none is created — **it is staff time returned to serving nationals.**

What the post receives every year

Channel	Volume	Of which the 14 recurring subjects	Observation
Telephone calls	2,400	1,320	1,100 arrive outside the four opening mornings, time difference included
Emails	1,700	780	Average reply time: 8 days
Messages (mobile messaging, website chat)	1,000	420	The most used channel from the distant provinces
Counter visits	2,900	240	Of which 640 for a single missing document
Total	8,000	2,760 — 34 %	One enquiry in three already has its answer written down somewhere

The deadlines the post was not meeting, and their cause

Commitment	Before	What explains it
Reply to an email from a national	8 days	The email waits for the morning when the counter is free
Unanswered calls	1,100 out of 2,400	Counter open 15 hours a week, three time zones to serve
Files complete at first filing	4 out of 10 left incomplete	The document list is general, the situation never is
Delay as seen by a visa applicant, from filing to answer	19 days	The missing document is discovered at the counter, not before
Information sheets rewritten in plain language	16 out of 22	6 sheets existed in French only

None of these delays comes from the quality of the officials' work: they come from a district of 1,900 kilometres, three time zones and fifteen opening hours a week. **That is exactly the kind of load an agent absorbs without taking anything away from anyone.**

To be set by the post

Item to be tackled first, decided by the head of post: _____

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