



The unit's workload — where the time goes

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6,330 requests and 1,450 written questions a year, four officers on information · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The measurement covers what the office receives and produces, never what a person does. No individual indicator is produced**, neither on officers nor on companies.

The three items measured, and what the agent does with them

Item	Share of the task's time, before	After	In minutes	Annual volume	Time given back
Documented answer to a trader	60 %	10 %	48 min → 8 min	1,450	966 hours
Laying out a regulatory letter	40 %	10 %	24 min → 6 min	380	114 hours
Documentary check of a batch of 24 declarations	the whole of it	20 %	96 min → 19 min	150 batches	192 hours

Item	Share of the task's time, before	After	In minutes	Annual volume	Time given back
Total	—	—	—	—	1,272 hours a year

1,272 hours is more than thirty-six weeks of one full-time officer's work — a week counted at 35 hours, a working year at 1,607 hours, rounded down — **that is more than eight months. It is not a saving on posts and must not be presented as one:** no post is cut, none is created. **It is officer time given back to the service provided to liable companies** — and what defends itself before management is what that time produced.

What the office receives each year

Channel	Volume	Of which the 14 recurring subjects	Observation
Calls from traders	4,100	2,640	1,558 unanswered — 38 %, outside the 30 opening hours
Written questions	1,450	902	Average time to answer: 11 days
Messages — chat, WhatsApp Business, e-mail	780	538	Received at any hour, handled in office hours
Total	6,330	4,080 — 64 %	Two requests out of three already have their answer written somewhere

The deadlines the office was not meeting

Commitment	Before	What explains it
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Answer to a trader's written question	11 days	The question waits for the half-day when the unit is free
Statutory deadline for an authorisation application	Met 81 times out of 96	Incomplete files eat up the deadline before examination begins
Declarations filed incomplete	One in five	The check happens after filing, not during

None of these delays comes from the quality of the work: they come from a counter open thirty hours a week and four information officers for 610 companies followed. **This is exactly the kind of load an agent absorbs without taking anything away from anyone.**

To be settled by the service

Item to be tackled first, settled by the head of office: _____

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