The office flow — 96,200 contacts, 18 questions

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Val-de-Sèvre personal tax office, twelve rolling months · fictional document

> **Fictional document — demonstration example**
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> **Fictional document**, produced for the demonstration. **The record bears on contacts, turnaround times and work items — never on what any named officer does. The 18 reference answers it announces are written, sourced and dated: they are waiting on the office's reading, not on its drafting.**

The three service channels, over twelve months

Channel	Contacts	Share	What is at stake there
Calls to the switchboard	**52,300**	**54 %**	**The channel that saturates at deadlines: 17,806 calls ring unanswered**
Visits to the front desk	21,600	22 %	21 opening hours a week, the queue concentrated late in the morning
Messages through secure messaging	22,300	23 %	**9 days average time to answer**

Channel	Contacts	Share	What is at stake there
Total	**96,200**	**100 %**	**34 officers hold the three channels at the same time**

Shares rounded to the unit. **The flow doubles over the six weeks following a filing or payment deadline**, with no change in headcount: that is where the 17,806 unanswered calls and the 8,600 late messages concentrate.

The 18 questions that cover 61,700 contacts out of 96,200

Question	Contacts a year	Share of the recurring flow	State of the reference answer
Monthly direct debit for property tax and income tax	**8,400**	**14 %**	**Written — standard answer rewritten: the 30 June date was missing**
Payment deadline and means of payment	**7,200**	**12 %**	**Written — standard answer rewritten: the electronic-payment threshold was out of date**
Withholding at source and change of rate	6,100	10 %	Written, sourced on the published guidance
Obtaining the tax notice	5,300	9 %	Written, with the path through the personal account
Change of address and of family circumstances	4,400	7 %	Written, with the matching online procedure
Property tax exemptions and reliefs	3,900	6 %	Written, conditions and documents listed
Declaration of property holdings	3,400	5 %	Written — a question rising sharply this quarter

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Question	Contacts a year	Share of the recurring flow	State of the reference answer
Payment difficulties	**3,200**	**5 %**	**Written, with the request for time to pay prepared for the collecting accountant**
Claims and their deadlines	**2,800**	**5 %**	**Written — now carries both of its official deadlines**
Access to the personal account	2,700	4 %	Written, with the three-screen authentication path
Eight other recurring questions	14,300	23 %	Written, one per question
Recurring total	**61,700**	**100 %**	**18 reference answers, 4 of them standard answers brought up to date**

The remaining 34,500 contacts do not fall under a reference answer: an individual file, a particular situation, or another office's remit. **They reach the officer with the subject already noted and, when they belong to another service, with that service's name, address, opening hours and turnaround.** The taxpayer leaves with a complete route, never with a referral.

The three measured items, and where every hour comes from

Item	Annual volume	Today, by hand	Prepared by the agent, to be validated	Share of the time	Hours given back
Written answer to a common question	**61,700 contacts**	**6 min looking up the rule and drafting, out of 10 min of handling**	**1 min of reading it over**	**60 % → 10 %**	**5,141 hours**

Item	Annual volume	Today, by hand	Prepared by the agent, to be validated	Share of the time	Hours given back
Amicable reminder letter built from the account statement	**9,340 reminders**	**10 min of matching and drafting, out of 25 min per file**	**2 min 30**	**40 % → 10 %**	**1,167 hours**
Message queue over the three weeks following a deadline	**8,600 messages**	**8 min per message, that is 1,146 hours**	**1 min 36, that is 229 hours**	**100 % → 20 %**	**917 hours**
Total	—	—	—	—	**7,225 hours**

7,225 hours is more than 206 weeks at 35 hours and more than four working years at 1,607 hours — the statutory working time, in the public service as in the private sector. **The rounding is always downwards:** « more than four years », never « about five ». The figure in hours remains the reference; the conversion illustrates it.

The 8,600 messages of the three weeks following a deadline

Period	Messages received	Average time to answer, before	Average time, trial quarter
Week following the deadline	3,940	11 days	1 day
Second week	2,810	9 days	1 day
Third week	1,850	7 days	1 day
Total	**8,600**	**9 days on average**	**1 day**

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The scope of the calculation: three items, none counted twice. The 7,400 guided online procedures appear in none of those three lines, although they too produce a measured gain — **2,760 additional monthly direct debit sign-ups before 30 June, 1,840 October front-desk visits avoided**. They are shown separately, in the « service and online procedures » attachment. **The office counts only what it can check against its own logs.**

Three items kept for the gain calculation, settled by the head of office on: _____

Logs opened for counter-checking (switchboard, secure messaging, reminder files) — agreement given on: _____

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