Year report — 6,342 hours returned

LINDBERGH FORMATION — 16 rue de Maillé, 91310 Montlhéry, France · Companies register (RCS) Evry 817 946 114

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Twelve months of service, item by item · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The measurement bears on files, deadlines and letters, never on what a named officer does. Statutory hours basis: 35 hours a week, 1,607 hours a year. Roundings are made downwards and stated as such.**

Time returned, item by item

Item	Before	After	Annual volume	Time returned
Completeness check of a permit file	**60 % of the file's time — 15 min**	**10 % — 2 min 30**	**9,600 files**	**2,000 hours**
Letter requesting a missing document	**40 % — 8 min**	**10 % — 2 min**	**3,100 letters**	**310 hours**
Full pre-assessment of a residence file	**100 % — 48 min**	**20 % — 9 min 36**	**2,400 files**	**1,536 hours**

Item	Before	After	Annual volume	Time returned
Subtotal of the three items quantified by the page	—	—	—	**3,846 hours**
Answering an applicant on the progress of their file	*8 min*	*1 min*	*21,400 enquiries*	*2,496 hours*
Total	—	—	—	**6,342 hours**

What 6,342 hours represent: on the statutory basis of 35 hours a week, **more than one hundred and eighty-one weeks**; against 1,607 hours, **three full working years and more than forty-three weeks on top**. **No post has been cut and none created:** these are 6,342 hours of case officer time returned to the files that require analysis and to the applicants who need a person in front of them. **The figure in hours remains the reference; the conversion illustrates it, it does not replace it.**

What the office did with them — the service's results

Measure	Before	After twelve months	What explains it
Incomplete files in the backlog	**3,100**	**384**	**Document request written within twelve hours of an incomplete filing**
Implied refusals arising from a forgotten file	**51**	**0**	**Nightly counting of the period specific to each application, flagged six weeks ahead**
Written reply time to an applicant	**19 days**	**Under a minute**	**Answer on the applicant's channel, from the file read-only**

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Measure	Before	After twelve months	What explains it
Wait for a residence desk appointment	**47 days**	**36 days**	**2,853 slots returned: 1,610 wrongly booked, 1,243 no-shows avoided**
From the office to the prefect's signature	11 days	**2 days**	Reasons written, documents dated, deadline counted — nothing to reconstruct
Receipt of an association declaration	6.4 days, 118 beyond five days	**1.2 days, 0 beyond five days**	Check on arrival and receipt written with the list of annexed documents
Files put back on their real deadline after the Conseil d'État opinion on receipts	—	**96**	A receipt does not prevent the implied refusal

The figure the agent publishes about itself — 74 outcome divergences

Cause of the divergence	Number	What explains it	What was done
Starting point of the filing period for a renewal	**49**	**The agent took the online filing date; the service note of 12 January 2026 takes the date on which the file is complete**	**Correction written and re-run over the 2,400 files: the 74 divergences fall to 25**
Appraisal of private and family life	11	An appraisal, not a check	**Referred to the case officer, with the dated facts gathered**
Change of status mid-academic-year	8	Two possible readings of the service note	Flagged for the head of office to settle

Cause of the divergence	Number	What explains it	What was done
Non-salaried income for the current year	6	Heterogeneous documents, no written rule	Flagged to be settled
Total	**74 out of 2,400 — 3 %**	—	**25 after correction**

The three automatic actions, and how each one undoes itself

Action	What it does unasked	What it does not do	How it undoes itself
Missing-document letter	**Written within twelve hours of an incomplete filing**	**It is not sent: the signature stays with the head of office**	**A service parameter, withdrawable with a word**
Two appointment reminders, at 72 h and 24 h	**Go out on their own**	**They stop that second as soon as the applicant confirms**	**An applicant who asks not to be contacted on a channel is removed from it immediately, with no effect on their file**
Nightly counting of assessment deadlines	**Flags files expiring within six weeks to the portfolio case officer**	**It files nothing away and decides nothing**	**The six-week threshold is a parameter settled by the office**

Who decides what

Act	Who	What the agent brings

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Grant or refusal of a permit	**The prefect — signature**	**Both reasoned drafts, considerations of law and fact written line by line**
Settling the draft decision before signature	**The head of the residence office**	**The proposed outcome and its measured confirmation rate — 97 % across 2,400 files**
Validating each pre-assessment	The portfolio case officer	The completeness check, the conditions established, those referred to appraisal
Letter templates and sending order	The deputy head of office	Five written templates, their plain-language version, and the number of files each unblocks
Receipt of an association declaration	The prefect, the sub-prefect or their delegate	The receipt written with the list of annexed documents, dated, ready to sign
Policing measure on a demonstration	**The prefect**	**The briefing note and the reasoned draft, with dated facts and precedents**
Record of processing and subject access requests	The data protection officer	The record-of-processing sheet kept up to date and the log extraction in one minute
And the agent	**—**	**It reads, matches, counts, writes and quantifies: 6,342 hours returned, 0 decision with a legal or significant effect taken by an agent, 0 outcomes displayed without a written mandate**

> **0 permits granted and 0 refused without a signature across the 12,000 files of the year, and 0 transfers of data outside the European Union. These are not safeguards bolted on afterwards: they are the organisation of the service itself, and that is what makes every decision defensible before the administrative court and before the applicant.**

The three quantified avenues for the coming year

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Proposal	What it changes	Volume concerned	Decision
Extend the arrival check to temporary drinks licences and sporting events	**Same mechanics as associations and demonstrations, nothing to install**	**480 files a year**	_____
Publish on the website chat the eight most requested procedures, in plain language	**The answer arrives before the applicant writes**	**71 % of the 26,800 enquiries**	_____
Open the automatic waiting list on released slots	**A released slot is offered within the minute to the three applicants whose deadline expires soonest**	**1,243 slots taken up within two hours over the past year**	_____

Report presented to the secretary general on: _____

« Who decides what » table annexed to the residence office service note, on: _____

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