



Unconfirmed flags — 17.3 % then 4.5 %

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The figure that does not flatter the agent · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The figure is published by the agent itself**, with its measured cause and the correction that followed.

Mobilising a directorate for nothing has a cost, and that too is measured.

The figure, over two quarters

Quarter	Variances flagged	Unconfirmed after examination	Rate
First	214	37	17.3 %
Second	198	9	4.5 %

The cause, measured and not supposed

Origin	Flags	What was happening
Seasonality of invoicing	29 out of 37	An energy invoice covering two months and paid in one go gives +100 % one month and –100 % the next — that is a calendar, not a drift

Origin	Flags	What was happening
Accrued charges of the previous year	8 out of 37	Posted to the current year, they weighed on the month in which they landed

What the agent did with it

Correction	Scope	Measured effect
Actual invoicing calendar rebuilt over 5 years	640 suppliers — monthly, two-monthly, quarterly, at contract milestones	Each line compared to its own rhythm, no longer to one twelfth of the forecast
Accruals isolated	All chapters	They no longer weigh on the month in which they land
Remaining in the second quarter	9 flags	All on new suppliers, with no invoicing history yet

The rule that holds the figure

What travels with every variance	Effect
The lines that carry it and the payment orders that justify them	A director sees within ten seconds whether it needs their attention
The supplier's invoicing rhythm	A timing variance is told apart from a drift
The comparison with the same month of the three previous years	Seasonality is neutralised
Average time to handle a flag	11 days → 2

Across 412 flags over two quarters, 412 went through the finance director before reaching a directorate — and the 46 unconfirmed flags were all set aside before circulation, none after.

To be settled by the authority

Threshold at which a new supplier enters the invoicing calendar: _____ payment orders

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