



Examination time — 47 days down to 9

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Three segments measured · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The time breaks down, and the breakdown explains where it was being lost** — not the average, which never points to a segment.

The three segments

Segment	Before	Checked quarter	What explained it
Arrival → allocation to a case handler	21 days	1 day	The file waited for Monday's stock review — it was nobody's fault
Allocation → first examination	18 days	6 days	Rebuilding the facts
First examination → signed reply	8 days	2 days	Drafting the reasoning
Total	47 days	9 days	—

End to end, for the taxpayer

Measure	Before	After	Reading
Reply to a routine claim	94 days	27 days	The office has six months to rule
Tax relief obtained	94 days of waiting	27 days	For a household that paid a tax it did not owe, those 67 days are not a statistic
Tax relief granted last year	287	—	Out of 612 property tax claims

A reply given in 27 days is still received by the taxpayer as a reply, and not as a reminder of a file they had ended up forgetting. **The time limit is not merely a constraint: it decides whether the service is felt to have been delivered.**

What is raised without being asked

Finding	Volume	What is prepared	Who decides
Requests for time to pay beyond thirty days with no answer	214	Taken up and sorted by age and amount; 198 come back with their draft reply written, 16 await a document whose request is written	The public accountant

The Monday table

Content	Frequency	What it avoids
Files by age, with the end of the six-month period set against each one	Every Monday morning	That a file reminds the office of itself through a lawyer's letter

Twenty-one of the thirty-eight days gained come from one segment, allocation — and that segment required no additional skill, only not waiting

for Monday.

For the office to settle

Recipients of the Monday table: _____

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