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 reaches the end of the six-month period without a reply**

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

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for Monday.

For the office to settle

Recipients of the Monday table: _____

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