The HR department's workload — 9,400 enquiries, 16 topics

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

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Twelve months of counter, e-mail and phone traffic · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The measurement covers what the department receives and produces, not what any one person does.** No individual indicator is established: **with nine officers split into portfolios, a named indicator would immediately point at someone.**

The three items measured, and what the agent does with them

Item	Share of time, before	After	In duration	Annual volume	Time returned
Preparing a complete HR file	**60 %**	**18 %**	**1 h 30 → 27 min**	**380**	**399 hours**
Pay simulation on an individual case	33 %	**8 %**	20 min → 5 min	1,150	**287 hours**

Item	Share of time, before	After	In duration	Annual volume	Time returned
Answering a recurring question from a member of staff	10 %	**6 %**	4 min → 2 min 24	6,200	**165 hours**
Total	—	—	—	—	**851 hours a year**

851 hours is more than twenty-four weeks of a full-time officer's work (35-hour basis), spread across nine people. It is not a budget saving and it must not be presented as one before a staff committee: no post is cut, none is created. **It is officer time returned to processing files and supporting staff** — and what defends itself in the meeting is what that time produced.

The 16 topics — 6,200 enquiries out of 9,400

Topic	Enquiries a year	Where the written answer sits
Leave balance and time-savings account	**1,640**	**Information system and internal memo on the time-savings account**
Allowances and reading the payslip	**1,210**	**Resolution on allowances — answer out of date before revision**
Part-time, career break and return	**890**	**Statutory text and the establishment's procedure — topic with filing deadlines**
Working cycles and time off in lieu	612	Internal memos on working-time arrangements
Retirement and end of career	486	The establishment's procedure, career file

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Topic	Enquiries a year	Where the written answer sits
Family supplement and family situations	394	Statutory text, documents in the file
Professional training leave	318	Statutory text — 120-day filing deadline
Welfare benefits	287	The establishment's welfare rules
… and 8 further topics	363	Statutory texts, internal memos, resolutions
Total	**6,200**	**The answer existed; it was availability that was missing**

The waiting times, before — and what explains them

Commitment	Before	What explains it
Answer to a status or pay question	**8 days**	**Nine people for 1,180 staff, 720 of them in cycles**
HR files complete at first presentation	**166 out of 380**	**The check happens at processing, not at filing**
Welfare claim reaching the committee	**41 days**	Claims filed incomplete
Answers posted at the counter no longer matching the text in force	**5 out of 16**	**Nothing currently triggers a comparison of the notices with the published texts**

> **None of these delays comes from the quality of the work:** they come from the number of staff to serve and from enquiries that arrive continuously, including at night. **That is exactly the kind of load an agent absorbs without taking anything from anyone.**

For the establishment to settle

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Order of revision of the 16 answers settled by the deputy director: _____

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