The executive secretariat's workload — where the time goes

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168 meetings, 1,240 letters, 620 searches, two people · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The measurement covers what the executive produces and receives, not what any one person does.** No individual indicator is established: **on a secretariat of two people, 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
Drafting the minutes of a meeting	**60 %**	**15 %**	**3 h → 45 min**	**168**	**378 hours**
Preparing a letter or a memo	37 %	**10 %**	11 min → 3 min	1,240	**165 hours**

Item	Share of time, before	After	In duration	Annual volume	Time returned
Searching for a decision in the files	10 %	**8 %**	12 min → 9 min 36	620	**25 hours**
Total	—	—	—	—	**568 hours a year**

568 hours is more than sixteen weeks of a full-time officer's work. It is not a budget saving and it must not be presented as one before an executive bureau: no post is cut, none is created. **It is officer time returned to supporting decisions** — and what defends itself in session is what that time produced.

The 168 meetings giving rise to minutes

Body or meeting	Per year	Observation
Management meeting	**42**	**Weekly — the meeting whose minutes are most awaited**
Executive bureau	11	Prepares the resolutions
Community council	6	62 elected members
Thematic committees	24	Five areas of responsibility
Project meetings	85	Short minutes
Total	**168**	**One minuted meeting every day and a half of work**

The waiting times the executive was not holding

Commitment	Before	What explains it
Circulation of minutes	**9 days**	**Drafting waits for the half-day when the secretariat is free**

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Commitment	Before	What explains it
Documentary searches with no result	**71 out of 620**	**Unhelpful file name, filing by responsibility, attachment to an e-mail**
Deadlines missed per quarter	**14**	**400 e-mails a week for two people**
Reply to a service user's e-mail	**11 days**	E-mail comes after the meetings
Actions tracked under a lead never designated in the meeting	**46 out of 312**	**The lead was inferred from the subject rather than asked for**

> **None of these delays comes from the quality of the work:** they come from two people serving an executive that steers five areas of responsibility and reports to 18 municipalities. **That is exactly the kind of load an agent absorbs without taking anything from anyone.**

For the body to settle

Item to be tackled first, settled by the chief executive: _____

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