



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

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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