

The secretariat workload — where the time goes

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385 documents and 3,560 enquiries a year, one person · fictional document

Fictional document — demonstration example

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Fictional document, produced for the demonstration. **The measurement covers what the municipality produces and receives, not what a person does.** No individual indicator is produced: in a municipality of six staff, **a named indicator would identify the only person in the secretariat.**

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

Item	Share of the task, before	After	In minutes	Annual volume	Time given back
Drafting a decree from a template	45 %	15 %	27 min → 9 min	214	64 hours
Drafting a standard letter to a resident	20 %	8 %	12 min → 5 min	980	114 hours

Item	Share of the task, before	After	In minutes	Annual volume	Time given back
Answering a recurring question	10 %	6 %	6 min → 3 min 30	2,340	97 hours
Total	—	—	—	—	275 hours a year

275 hours is more than seven weeks of a full-time post (35-hour basis). It is not a budget saving and should not be presented as one before a council: no post is cut, none is created. **It is staff time given back to serving residents** — and what stands up in the chamber is what that time produced.

What the municipality receives each year

Channel	Volume	Of which the 12 recurring subjects	Observation
Phone calls	2,100	1,320	861 unanswered — 41 %, outside the 12 opening hours
Counter visits	900	640	Concentrated on three half-days
E-mails	560	380	Average time to answer: 9 days
Total	3,560	2,340 — 66 %	Two enquiries out of three already have their answer written down somewhere

The deadlines the municipality was not meeting

Commitment	Before	What explains it
Answering a resident's letter	9 days	The letter waits for the half-day when the secretariat is free

Commitment	Before	What explains it
Draft council minutes	11 days	Written on the weekend after the meeting
Publication deadline set by the council's standing orders	Met 5 times out of 11	A direct consequence of the previous line
Planning files complete on filing	31 out of 56	The check happens after filing, not at the counter

None of these delays comes down to the quality of the work: they come down to a town hall open twelve hours a week with one person in the secretariat. **That is exactly the kind of load an agent absorbs without taking anything from anyone.**

For the municipality to settle

Item to be tackled first, decided by the mayor: _____

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