



OBJECTIVE

Name who bears the delegated decisions, how that person learns a system decided, and before which human they can ask for a review. An appeal that leads only back to the same agent is not an appeal.

1 THE RULE · THREE QUESTIONS, ONE USEFUL APPEAL

THE THREE QUESTIONS

Who bears it. How that person learns of it. Before whom they can come back. Until the three answers are written, the organisation does not know what its delegation costs those who never agreed to it.

WHAT MAKES AN APPEAL USEFUL

It reaches a human with the power to undo the decision, within a written deadline, without the claimant having to prove the system at fault. A form that routes back to the same agent closes the appeal instead of opening it.

2 TO BE FILLED IN

DECISION	WHO BEARS IT	HOW THEY LEARN OF IT	APPEAL AND DEADLINE

3 CHECK WHEN RE-READING

THE LINE WITH NO APPEAL

Any line whose right-hand column is empty is a decision the organisation takes with no means of correcting it.

THE APPEAL NOBODY USES

An appeal never used is not a good sign: either nobody knows it exists, or the path is too long. The number of appeals filed reads as a health indicator, not as a cost.

A decision with no appeal is not an automated decision, it is a decision beyond appeal.