



Contribution European Personnel Management Forum
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“Trends of human resource
management and policies
within civil services in The
Netherlands”

Bernard Mencke ,
city-manager of Assen (NL)



Public service in the Netherlands:

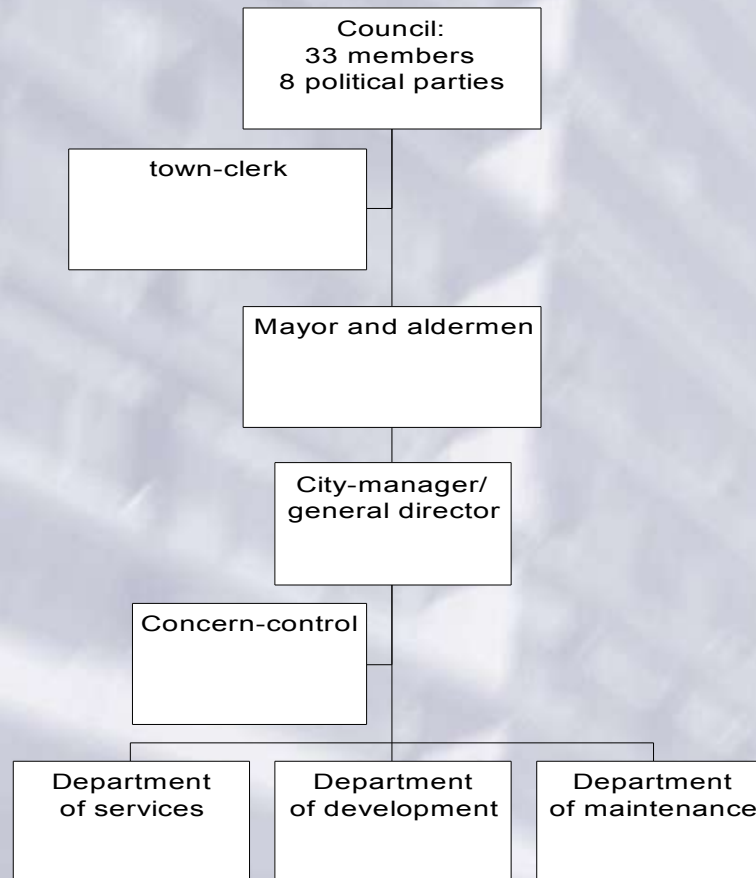
- central government: MP and 15 ministers (Christian-democrats and liberal coalition);
- 12 provinces;
- 458 municipalities (standardized structure of local government).




Assen:
capital of the province Drenthe,
65,000 inhabitants,
700 local government employees,
centre of motorsport
(TT:100,000 visitors)



Organization-structure City of Assen (1)






Organization-structure City of Assen (2)

- City-manager is general director (CEO);
- Concern-control reporting to CEO;
- Three divisions after reorganization;
- Focus on type of processes (services, public area, development);
- Number of managers is reducing: from 80 (fulltime and parttime) to 40 (fulltime)



Challenges for civil services:

- change management (how to deal with changes in organization, environment, demands, budgets, instruments);
- increasing external focus, interactive policy, even in long-term vision;
- focus on services and customer-satisfaction;
- professionalism / accountability



Requirements, qualifications:

- Competence/skills more needed than expert thinking; output more significant than input;
- Flexibility of employees to external developments, and also to their own internal position;
- Appointment as a civil employee is no life-time guarantee, particular for managers;
- Willingness and capability for self-reflection, measurement of performances; benchmarking;
- Criticism, coaching, exchange of vision by colleagues;



for instance VGS (Dutch Union of
City-managers):

counseling and coaching by
colleagues




Developments (1):

- Demands from inhabitants are increasing: they see the (local) government as insurance-company, for instance in case of emergency-situations or catastrophes;
- On the contrary: inhabitants expect the (local) government to respect their personal lifestyle and privacy (trend of individualization).
- Inhabitants compare the service from (local) government with private companies and judge government-products on this item (“fast food and quick response”, self-service, ready-while-you-wait, delivery-on-demand);



Developments (2):

- Inhabitants expect more digital services; therefore new ICT-applications;
- Increasing demand for transparency and accountability: “what is the government doing with my money?” Asked by who: press, politics, organizations of consumers etc.
- Role of employees in reorganization-processes is changing: less influence by trade-unions, more influences internal employees (workers-council).



“The crux is to get the ball under control as quick as you possibly can;
then you will have more time to look around.”

(Johan Cruyff)



Grazie mille per l'attenzione!