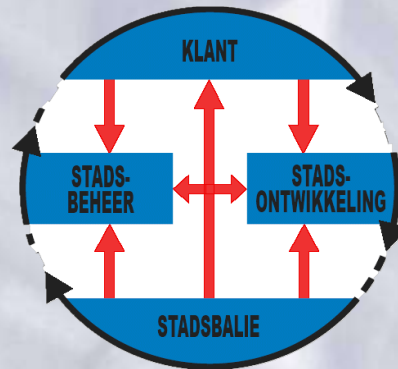


K2

The Management Concept of Assen



Not a model, but a (still) growing concept

Willem Gispen, Cagliari 29 June 2006

w.gispen@assen.nl



Assen koerst (2020)

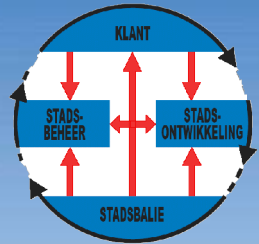
64.000 (2005) -> 80.000 (2020) inhabitants

35.000 employed

Urban network Groningen - Assen

€ 165.000.000 pro year

K2 = Klant (Customer) and Kwaliteit (Quality)

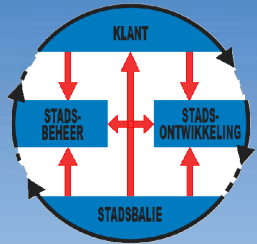


K2: why?

- i‘Assen koerst’ and interactive policy
- Local parties
- The strategic position of Assen in the region (Assen – Groningen)
- Self-dependancing of the Social Department
- District oriented problem solving
- Focus on better external and internal services
- Responsibility

And:

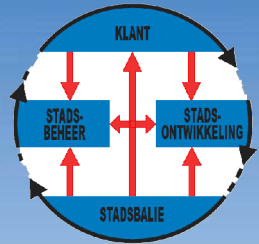
- Coping with the scale up (‘de schaalsprong’)



K2 – goals?



Customer focused cooperation

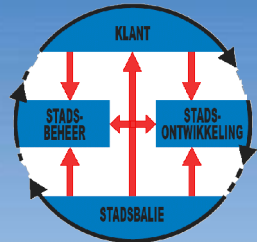


K2: goals

- Focus on the customer
- Continuous quality improvement
- Cooperation
- An unambiguous message
- Assen in 2020
- Interactive approach
- Open and transparant
- Multichannel service
- Service level agreements

And:

- Check by two panels of parties concerned (politicians and civilians)



K2: how? - 1

”During the reorganisation: business as usual”

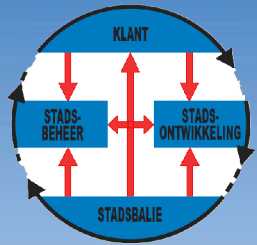
Step by step

With every milestone: provoke reactions from the organisation and prepare the next step

No blueprints (process and results)

Timetable:

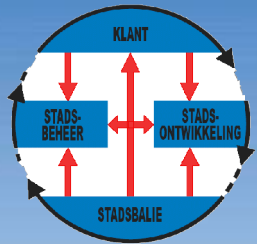
- Core document (2003/2004) – the vision, the ambitions, the main points, the points of departure
- 2004: discussion, provisional decision, cost reduction, ‘breathing space’
- Restart, new planning: November 2004





K2 – how? - 2

- Milestone 1: control principles and structure – March 2005
- Guidelines for the projectmanagers to achieve milestone 2 – April 2005
- Milestone 2: the ‘furnishing and decoration’ – July 2005
- Guidelines for milestone 3: September 2005
- Milestone 3: linking en connecting – December 2005
- Start K2 organisation: the implementation – 1 April 2006

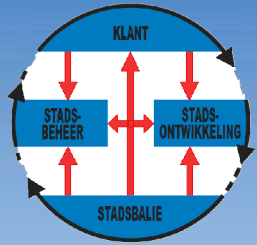




K2-how?

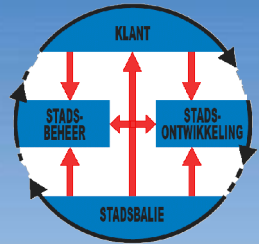
Issues - examples

- Structure = departments, divisions
- Furnishing / decoration = implementation plans
- Control principles = front office – back office
- Cooperation = project-, process management
- Process design = redesigning
- ICT = Asserloket, WFM-system
- Employment = new appointments procedure
- PROFS = competence management
- Monitoring = MTO
- Invest in people = workshops, platforms
- Housing = pilot





K2



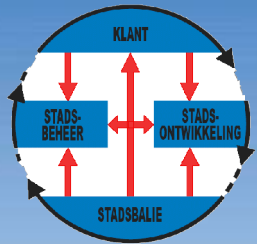
Pilot Flexible Housing



K2 – how?

Programme-organisation

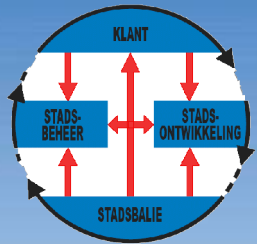
- Mostly with staff from the organisation
- A stand alone, seperate programme organisation (not the HRM division)
- Steering committee – project groups
- Programme manager, programme office (hrm consultant, communication advisor, office manager), programme group (advisory committee)
- Employees council: partner
- Employees: information, interaction, participation
- € 1.000.000: ICT - city council; other € - management
- City council backstage



K2 – how?

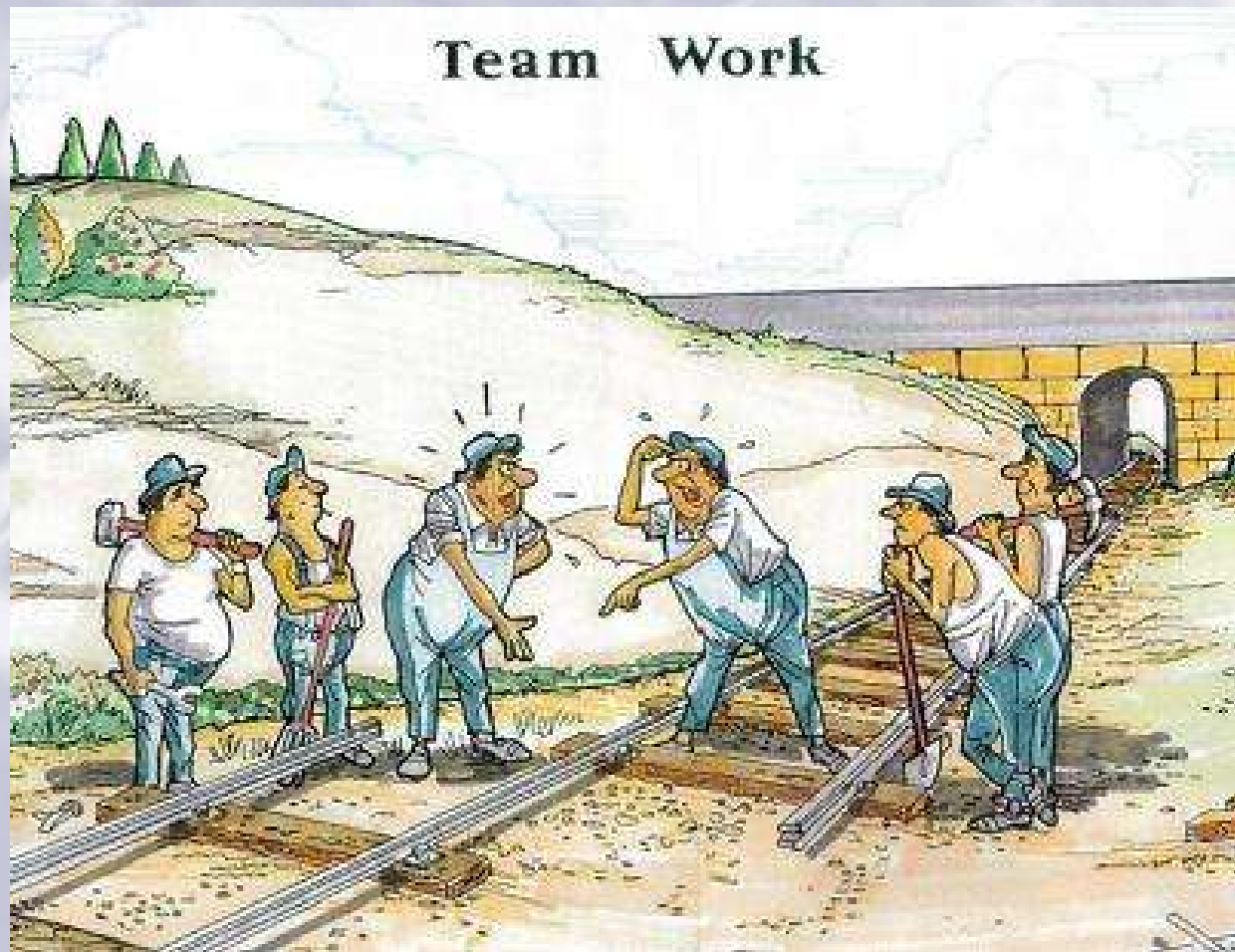
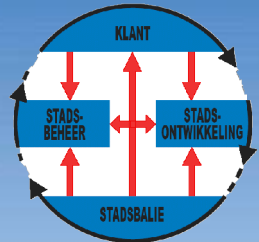
Threats

- Cost reduction: interference
- Employees participation: employees council vs. unions – different orientation and interest
- Communication: never enough and always too much
- Distrust and resistance
- Leadership: no real engagement, involvement
- No control





K2 – Results?



K2 - Results

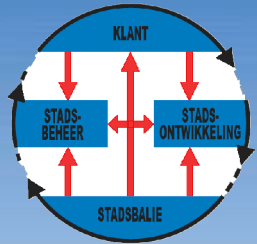
- Every employee a (sometimes new) position (1 April)
- Staff transfer to their new division (1 April)
- A new organogram:

Citymanager with a dedicated Concerncontrol function

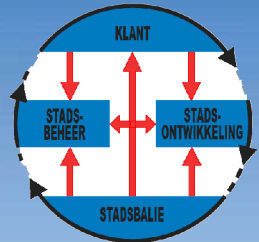
Stadsbalie = external and internal services

Stadsbeheer = maintenance of the public area

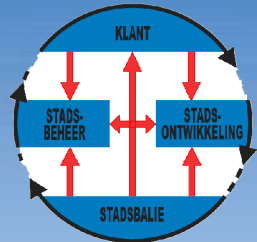
Stadsontwikkeling = development



Old

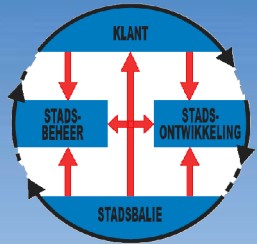


New

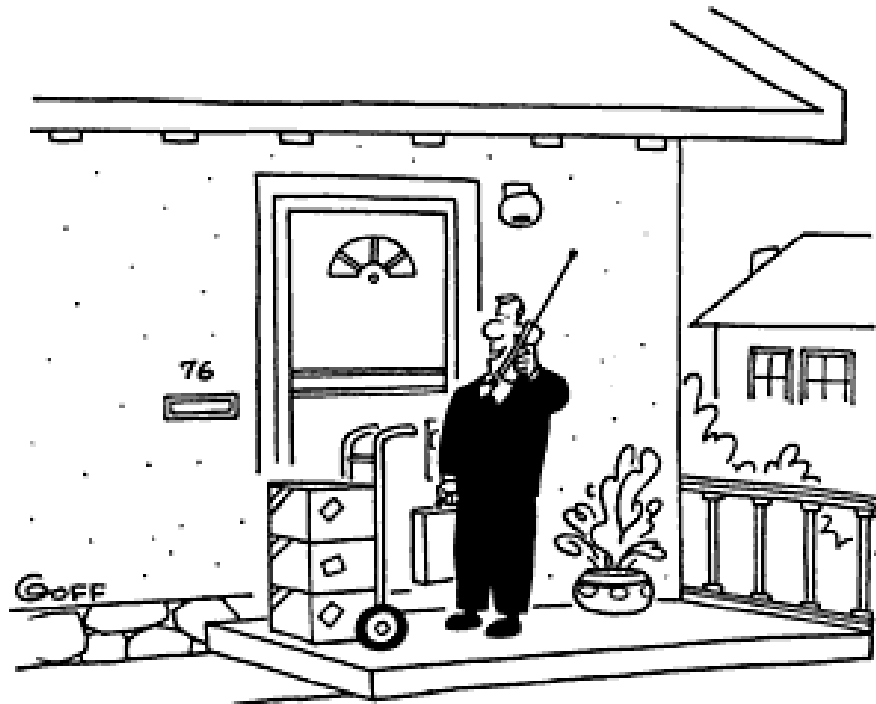


K2 - Results

- New control principles: from a line organisation towards an organisation where the line facilitates processes, projects and programmes
- Cooperation beyond the boundaries of divisions and departments
- Front office controls the back office / the line organisation is responsible for the results
- Integration of social and physical infrastructure
- During the reorganisation already successful: webaward, ranking service level, benchmark e-government
- Everything is fluid (for a moment)

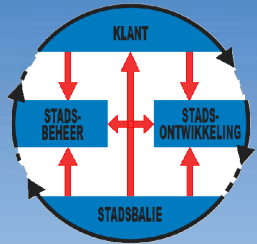


K2 - Challenges



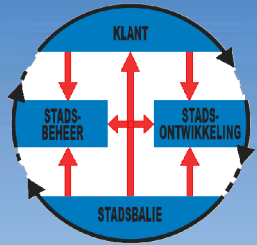
"And if you order now, I can have our product delivered to your door in five seconds."

Service Level Agreements



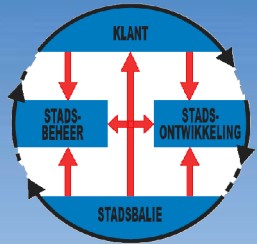
K2 - Challenges

- The customer: (service level) agreements, interactive policy, district oriented problem solving
- Customer focussed cooperation
- Process improvements by employees
- Integration social and physical infrastructure
- Development concepts instead of models and blueprints
- Housing supports the work processes
- Inspiring leadership
- Elections (March 2006): a new city council

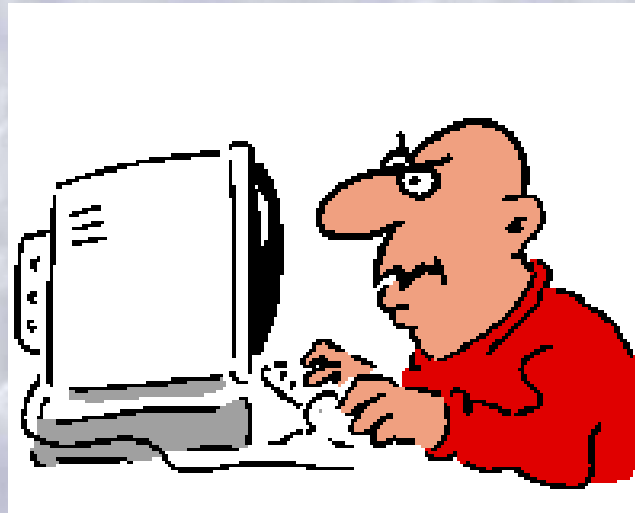
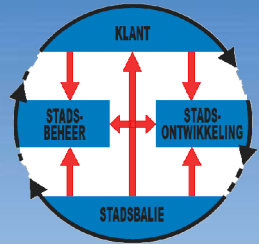


K2 – The Essence

- A growing concept, not a model, not a blueprint
- Approach: integrated, in phases, step by step
- Customer oriented designing concepts and principles
- Together with: employees, managers, city council, inhabitants
- First the ‘hardware’, later the (rock-hard) ‘software’
- Linking and connecting
- A mature ICT-organisation
- First a programme, now the organisation itself
- With the expertise and inspiration of the organisation
- Cooperation with the employees council
- And: persistence



K2 – Persistence



Grazie mille per l'attenzione

