

Working Meeting „Smart Local Governance“, Bilbao, 6 -7th November 2014

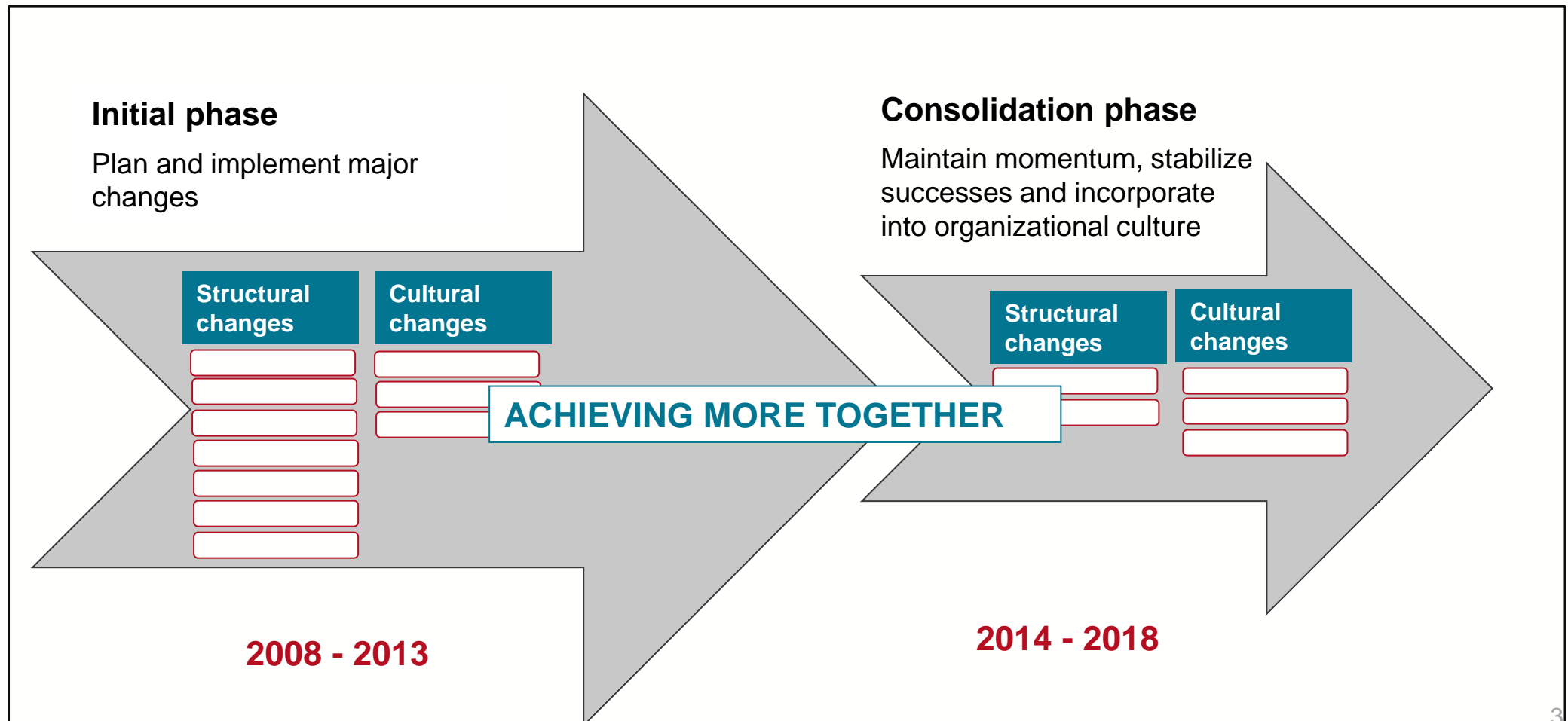
# LESSONS LEARNED FROM THE EVALUATION OF THE CHANGE<sup>2</sup> PROGRAM

# AGENDA

1. CHANGE<sup>2</sup> 2014-2018: stabilization and consolidation of the reform process
2. Strategy, targets and outcome-orientation in 2014
3. Lessons learned and points for discussion

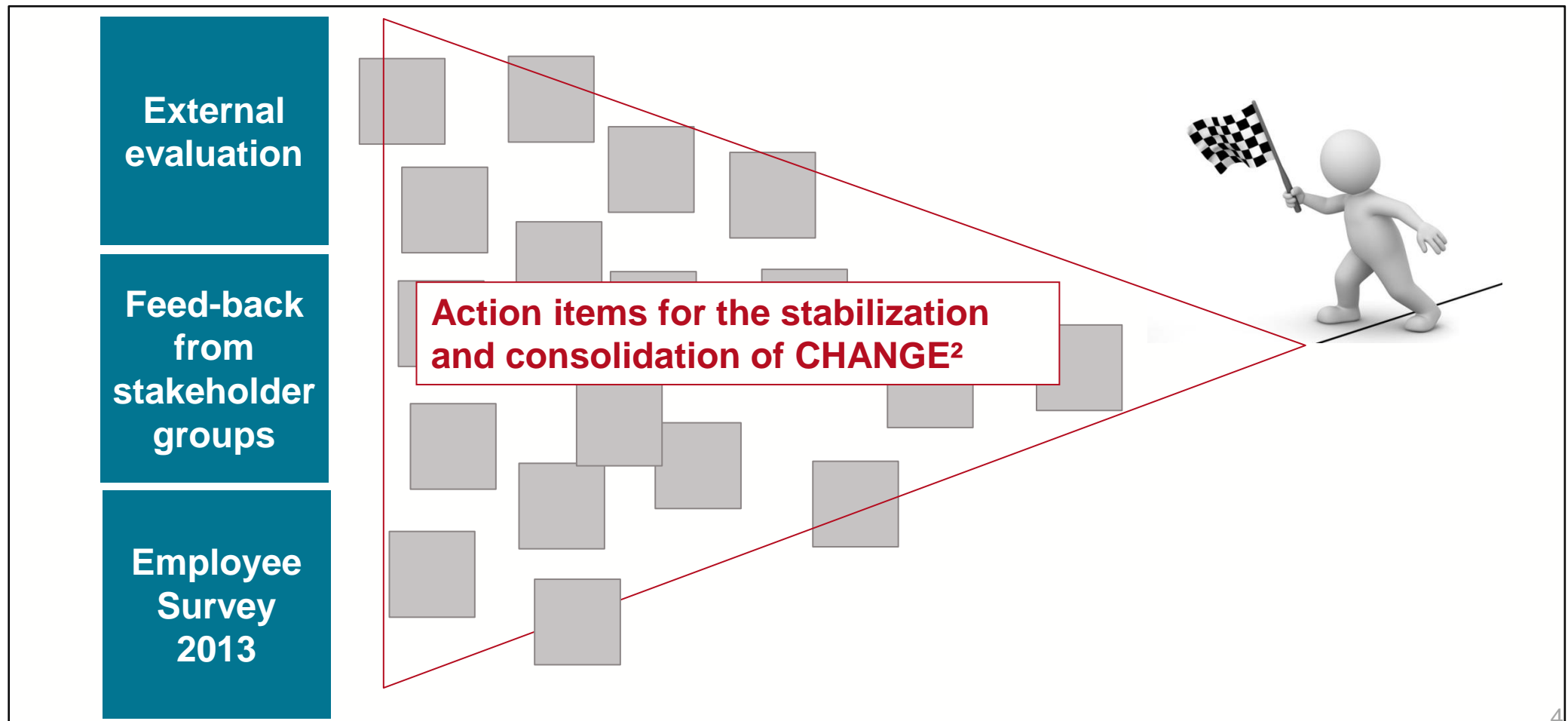
# CHANGE<sup>2</sup> - A REFORM PROCESS IN TWO STAGES

Currently, the effectiveness and sustainability of organizational change is being ensured



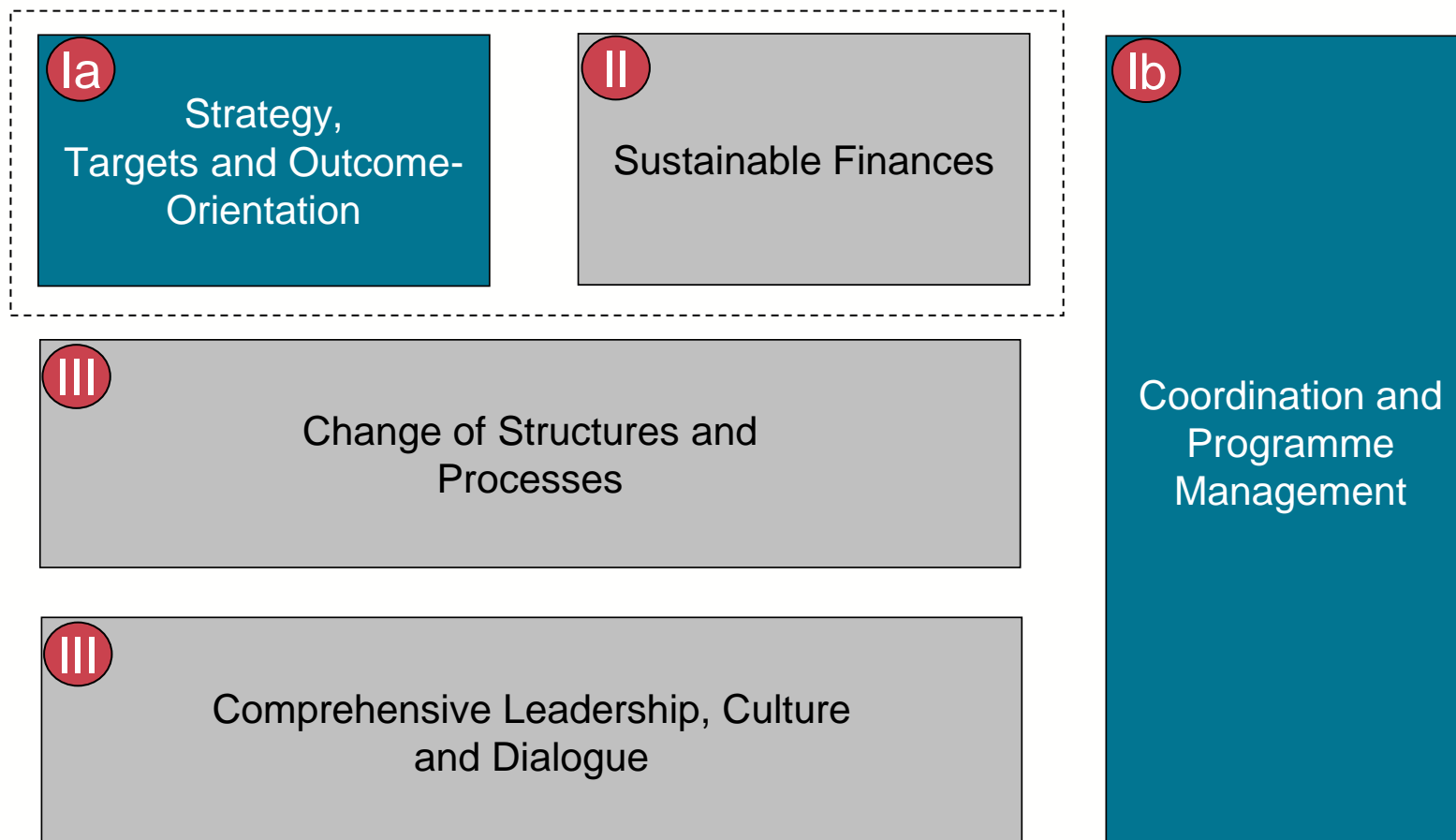
# EXTERNAL AND INTERNAL EVALUATION PROVIDED FOR A SOLID BASIS

The current action items are based on an in-depth analysis of the initial phase of CHANGE<sup>2</sup>



# THE ARCHITECTURE OF CHANGE<sup>2</sup> HAS REMAINED THE SAME, THE RESPONSIBILITY HAS SHIFTED

The temporary change management team FVA 2013 was dissolved, its tasks taken over by line functions



# NEW PROGRAMMATIC PRIORITIES WERE DEFINED

Key features were presented to the municipal council on 21 January 2014

- Promotion of cultural change and interdepartmental collaboration.
- Optimisation of organisation with an emphasis on portfolio analysis and the improvement of processes; quality assurance of former structural changes.
- Systematic Development of human resources based on future demands and organisation of an internal labour market for more flexible careers.
- Improvement of personnel management with a focus on strategic aspects such demographic changes, promotion of health and diversity.
- Advancement of strategic steering-model comprising key indicators and targets; further alignment of management targets with budget

# A CENTRAL OBJECTIVE AND SEVEN STRATEGIC OBJECTIVES

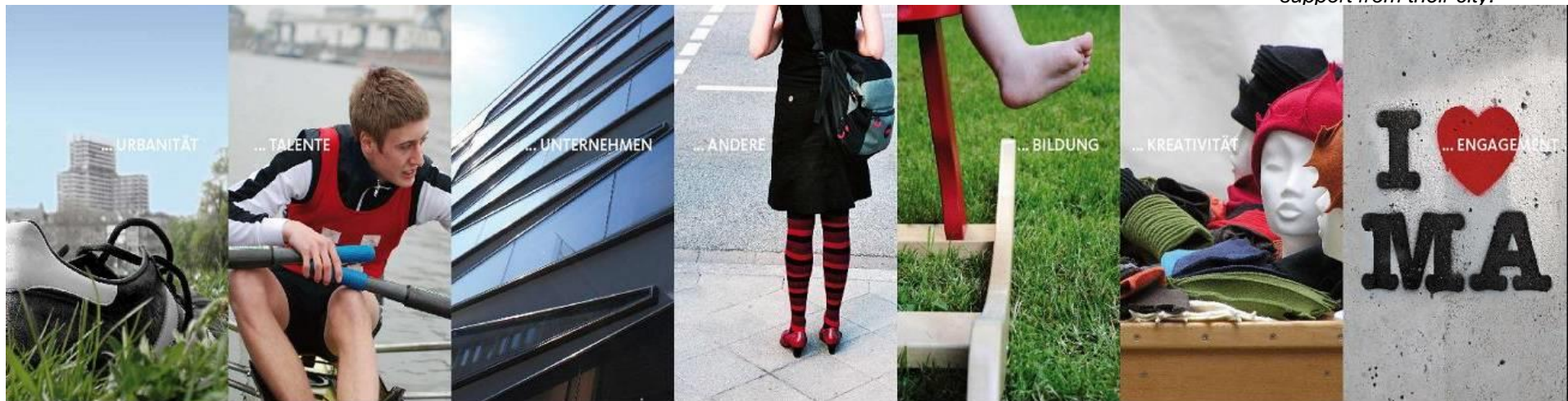
Central objective: “Mannheim as Germany’s most compact metropolis continues to grow and evolve as a multifarious, tolerant and colourful city. Mannheim sees itself as a unique city of active residents and, as such, as a ‘city of citizens.’”

1. Mannheim strikes an excellent balance between ecological and social needs in an urban setting; it offers the advantages of a metropolis over a compact area without the negative aspects associated with mayor cities.

3. Mannheim is able to attract an above-average number of companies and entrepreneurs.

5. Mannheim is an example of educational justice in Germany.

7. Mannheim’s citizens demonstrate an above-average sense of civil pride and receive an above-average level of support from their city.



2. Mannheim stands out as a city full of talent and educational opportunities and is attracting an ever growing number of people.

4. Mannheim is an example of social tolerance in a metropolis setting.

6. Mannheim is one the most culturally important cities and hotspots for creative business and is highly rated in this regard.

# BUDGETING CYCLE 2014/2015: TARGETS ARE FULLY ALIGNED WITH COSTS AND INCOME

"Mannheim, as Germany's most compact metropolis, is growing and continuing to developing as a multifarious, tolerant and colorful city. It regards itself in a wonderful way as a city with an active population and thus as a people's city".

**Strategic objectives**



**Vice-Mayor for Education, Youth, ...**

No.	Main focal themes	Responsibility for implementation at departmental office level
1	Every child has a qualified school leaving certificate	Department 51 (Youth) Department 40 (Education)

**Youth Service (51)**  
**Education Service (40)**

No.	Management goals	Key figures	Target	Measure	Respon.
2	Every child has adequate German language skills to understand the lessons before starting school	Rate of passed language tests at the pre-school examination	100% (by 2016)	Institution of language learning classes at all nursery schools	
3	Decrease in the number of pupils repeating a year in secondary stage I	Rate of pupils repeating a year at the different levels of schools into secondary stage I (years 5-10)	1-2% (by 2016)	Extension of Mannheim's school support system to cover other schools, all-day schools	...

Excerpt from target system



# LESSONS LEARNED AND POINTS FOR DISCUSSION

Recommendations from the external evaluation by the German University of Administrative Science Speyer

- Complete management cycle and take corrective actions
- Avoid a too technical orientation on targets and a too rigid use of indicators
- Reconsider a 100% coverage of targets
- Limit the number and depth of (top) indicators, avoid “data cemeteries”
- Make line management responsible for definition and measurement of targets to avoid gaming strategies
- Develop fiscal planning into a midterm risk management system
- Allow for political decision making
- Involve municipal council in strategic review
- Offer education and training to local councillors in strategic policy areas
- Communicate, communicate, communicate



# THANK YOU

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