

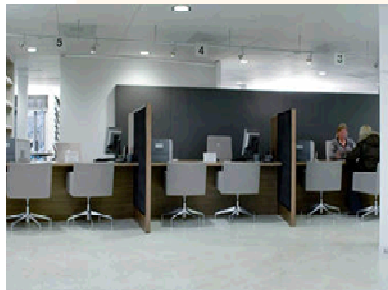
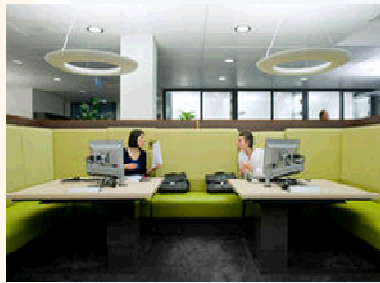
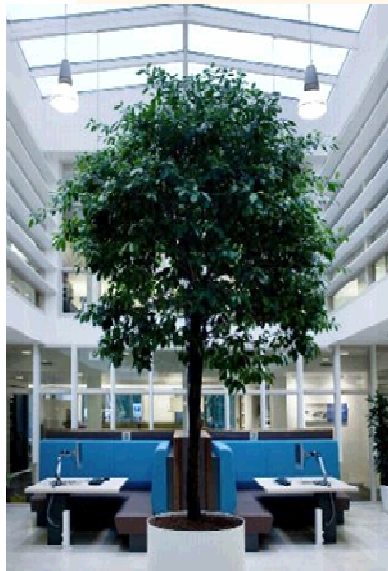


**EXECUTIVE
BRIEFINGS**

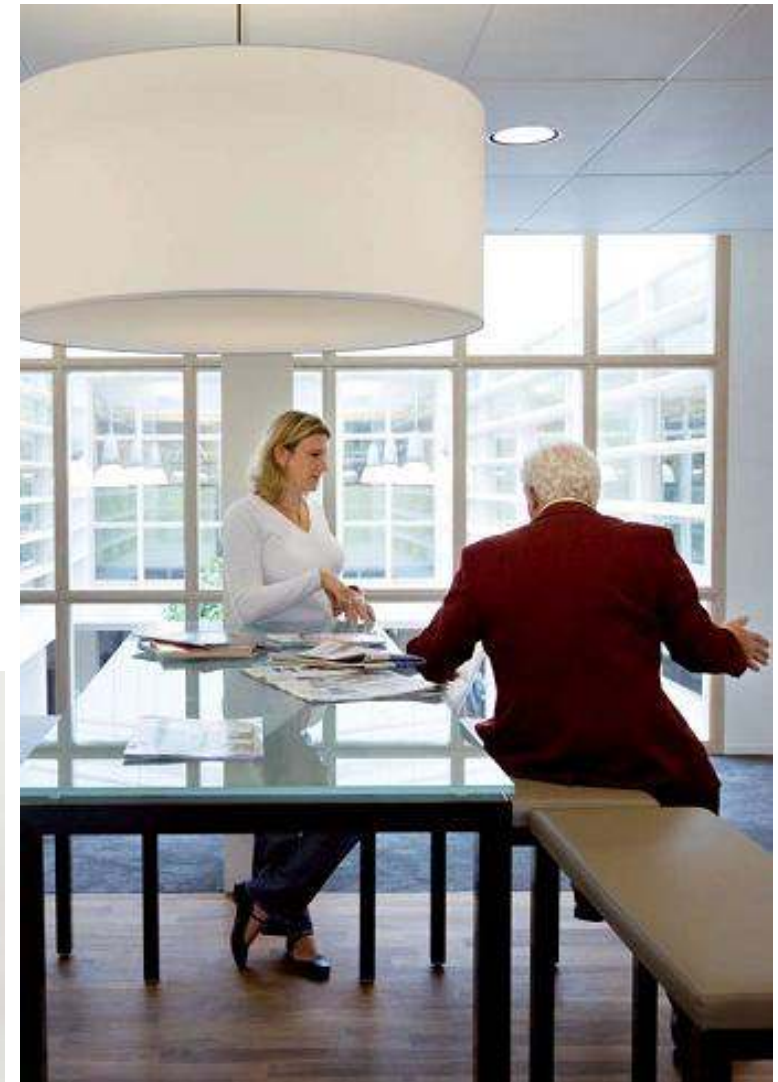
**Public Sector Workplace
Symposium 2010**



New art of working



**Heemstede
number 1 for
service**





Willem van den Berg

- 20 years' municipal experience
- General director
- Legal background







About Heemstede

- 20 km from Amsterdam and Schiphol Airport
10 km from the North Sea coast (Zandvoort)
- 26,000 residents
- 3rd best residential municip
in the Netherlands
- Twinned with
Royal Leamington Spa





new art of working



Office

Old situation: 2 locations



80 workstations



100 workstations



new art of working



Office

Current situation: centralized in 1 location

**128 flexible
workstations for
180 staff**





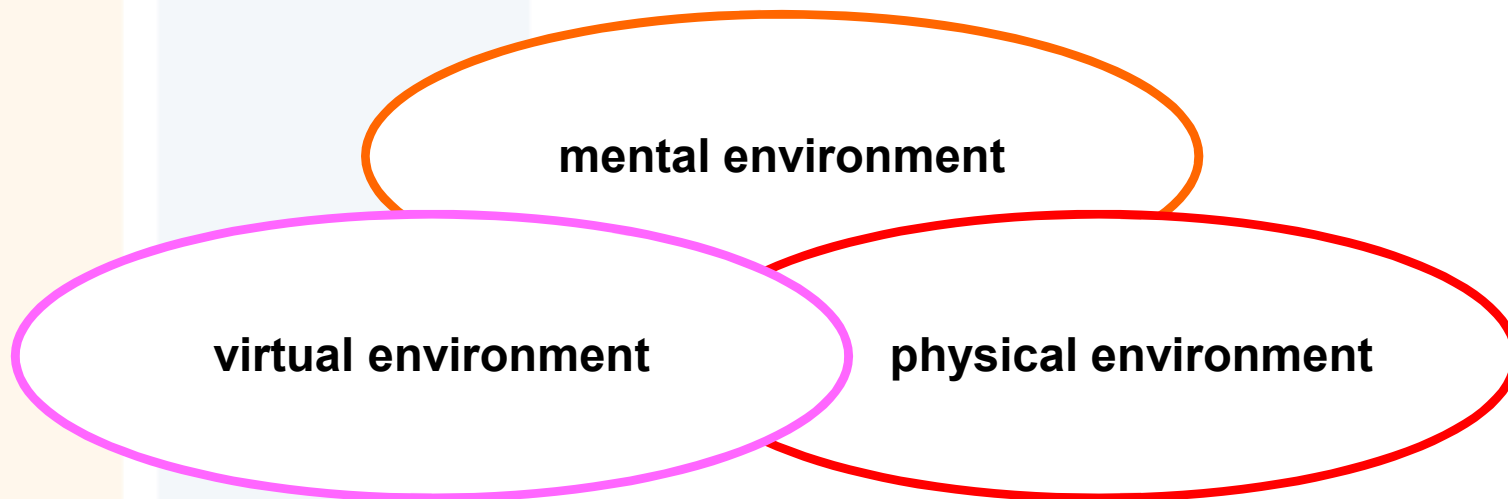
Why opt for flexible concept?

- Minimize building size (popular resistance)
- New way of working (no walls, greater cooperation)
- Service concept 'Think like a customer'





Integrated approach



Veldhoen + Company

Smart Building Smart Working



new art of working



Physical: customer contact





new art of working



Physical: workstations





Mental

- What type of workstation do you need?
- How do you deal with information?
(lukewarm, warm, hot)
- ‘Operation Whirlwind’
- Management course by managers
(output-oriented)
- Golden rules:
conduct in flexible setting





Mental: golden rules

- No one has a fixed workstation
- If you're away for over 1 hour: clear the workstation
- Make sure you can be reached
- Conversation: make sure you're not bothering others
- Keep workstation tidy and hygienic: clean desk, no eating at desk





Virtual

- All processes are digital: post is scanned
- Training in digital skills + digital coaches
- Work not restricted to time and place (based on Citrix ICT solution)
- Open calendars (all levels)
- Mobile phones
- Working at home (tokens)
- Digital version of info has primary status (print is secondary)





Change process

- Phase 1: top down
(inspiration and setting parameters)
- Phase 2: bottom up
(developing detailed approach)
- Phase 3: implementation by line management





Service concept

- Corporate story (top-down)
- Think like a customer
- Reorganization: focus on outside contact and service provision (where the citizen meets us)
- Extensive opening hours
- Multichannel
(desk, post/e-mail, telephone, website)
- Electronic service and HeemstedeMail





Service benchmark survey

	2006	2008
Overall score	7,1	7,8
→ Opening hours	6,1	8,2
→ Waiting time at desk	6,8	7,9
→ Customer friendliness	8,2	8,7
→ Customer empathy	7,6	8,6
→ Price of services	5,9	6,0
→ Parking facilities	6,9	7,9
→ Waiting room	7,4	8,1
→ Privacy	6,6	7,7

Number 1 service provider in benchmark survey



Future

- Click – Call – Face
 - management of service provision
 - price differentiation per channel
- Municipality becomes first-line government
- Customer Contact Centre for all levels of government
- Status information via
 - e-mail service (postcode)
 - personal web page





Future

→ Use of video



YouTube

→ Social networks (web 2.0) **LinkedIn**®
- user-generated content and co-authorship

→ New way of working (2.0)
- specialized, result-oriented
- creative, inspiring, appealing
- flexible: constantly adapting to environment
- management based on trust

→ Giving smart knowledge workers
freedom to develop own approach





Lessons learned

- There is only one reality: the communicative
- Changing the physical environment changes behaviour
- Look for the positive energy (instead of focusing on resistance)
- Go with the flow
- Humour (see film on YouTube)





Any questions?



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