



"Achieving more together"

The CHANGE² Process 2010

Reports and Topics



CHANGE² - A year in review

	Page
■ Foreword from the Lord Mayor	3
■ Why CHANGE ² ? Basic principles of the change process	4
■ The backbone of CHANGE ² : The master plan projects	5
■ A new quality of controlling: It's the results that count!	6
■ Staff events: Information and workshop activities in XXL format	7
■ Guidelines for Management, Communication and Teamwork	9
■ VeränderBAR: More direct communication	10
■ Lord Mayor-staff dialogue: "This is a completely new style of communication at the city authorities"	11
■ Mannheim Evening in Stuttgart: "We can't argue properly yet"	12
■ The book on the CHANGE ² process: "Modernising Municipal Administration"	13
■ International students take part in CHANGE ²	14
■ Administration in the theatre: "In the elite circle"	15
■ Outlook: What next for CHANGE ² ?	16
■ CHANGE ² at the Administration Architecture 2013 working group	17
■ Your contact: The current Administration Architecture 2013 working group	18



Administration Architecture 2013 working group

Leader: Ulrich Hörning

Photos: Andreas Henn, Alexander Grüber, Andy Ridder, Mannheim National Theatre, AAWG 2013

Foreword from the Lord Mayor



Dear Ladies and Gentlemen,

Mannheim is daring to make changes – and has much to gain: By 2013, it is planned to make the municipal administration the most modern of its kind in Germany. The focus of the reform approach to be taken by "CHANGE² - Change Squared" was clear right from the very beginning: Away from thinking in terms of organisational structures toward administrative action that pays attention to results. The basis for this are targets that apply to the entire municipal administration apparatus. This means that everything that is undertaken must be oriented to the results and not simply understood as being an ongoing task.

We want better and more precise controlling and to heighten the successes that are important to us all by exactly defining our targets and measuring whether and to what extent we have achieved them. In future, measurable results should form the basis for making decisions on how resources are allocated. This is a new and unfamiliar approach for us all. But we regard ourselves as being a learning organisation. And only such an organisation is sustainable.

On the following pages we would like to review what has happened in 2010 – not so much as a classical annual report, but by singling out several essential aspects of Mannheim's CHANGE² process and presenting them side-by-side as a kind of kaleidoscope. These are intended to impart sporadic impressions of the diversity of our change process, which fit together to create a coherent overall picture.

2010 was, so to speak, half time in the process; an extremely busy and eventful year. An internal milestone were the staff events that took place over several months and where all the municipal co-workers entered into dialogue on the targets of their respective departments. We have also adopted the Guidelines for Management, Communication and Teamwork. Notable events regarding our external

presentation were without doubt the CHANGE² book, "Verwaltungsdesign im Dialog" ("Administration Design in Dialogue"), published in May, as well as the Mannheim Evening in Stuttgart, where the topic of change management was discussed in several rounds of dialogue.

During the work on the master plan projects in 2010, what had already become apparent in 2009 duly manifested itself: The overriding challenge lies in the realisation of the projects, which means that we will have to allow for longer and more intensive implementation phases. And longer and more thorough preparation phases prior to the official starting signal have proved to be practical, particularly where more complex projects are concerned. The consequence of these experiences is that the schedule for beginning a new project can by all means be delayed.

I would like to thank all those who have accompanied and supported the CHANGE² process over the past year. Internally, my thanks go to all the staff, the staff council and the city council. I would like to extend my express appreciation to Dr. Gerhard Mersmann for his work in setting up and leading the Administration Architecture working group. Dr. Mersmann is now director of the Management Development Competence Centre. I would naturally also like to thank our numerous external CHANGE² partners. I would be delighted if this fruitful collaboration were to continue in future.

Your

Peter Kurz

Why CHANGE²?

Basic principles of the change process

"If we want everything to remain as it is, then we have to change everything!" This frequently heard quotation from the Italian author, Giuseppe Tomasi di Lampedusa, is also often used by Lord Mayor Dr. Peter Kurz when referring to CHANGE² because it neatly pinpoints the thinking behind many of the necessary change processes: Not change for change's sake, but to preserve what is important to us. This describes the motivation for change.

CHANGE² is based on many sound and established approaches in Mannheim's city administration – by no means does everything need to be rebuilt from scratch! Nevertheless, there is no alternative to a new form of controlling and fulfilment of tasks in the administration department. The demands being made on local authorities are intensifying, while at the same time the financial situation is becoming more aggravated. The amount of money that is available for important task areas is decreasing. Although overall more and more is actually being spent, in many areas there reigns a feeling of deficiency, stagnation and regression.

A convincing concept and an effective realisation is needed to find an answer to this dilemma. And not least it comes down to shaping the fulfilment of constitutional obligations with regard to municipal self-administration. Local authorities are more than just the counter service for Brussels, Berlin and Stuttgart.

CHANGE² is aimed at all staff working in the areas organisation, management and the culture of teamwork - as an integral concept. "Achieving more together" is the motto of this process.



Achieving	... impact orientation as a focal goal.
	... strategic targets and a true impact at the forefront.
more	... the city of Mannheim can do more. It is good, it can be even better.
together.	... teamwork between staff an organisational units.
	... strengthening identity and a common culture.

It comes down to communication (How do we develop a dialogue culture?), teamwork (How do we work together? How do we interact with each another?) and impact orientation (How do we measure what we do against the results?).

A master plan, which now encompasses 40 projects, forms the backbone of the CHANGE² process. But CHANGE² goes far beyond simply working through single projects. The main focus is on cultural change through to impact-oriented administrative action based on trans-portfolio targets.



Ulrich Hörning, leader of the Administration Architecture 2013 working group

- Born in Frankfurt/Main
- Studied Applied Economics at Tübingen
- Spent a term abroad at the Sciences Politiques administration college in Paris
- "Master of Public Administration" at Harvard University in the USA
- Worked for several years as a consultant at the corporate consultants Booz & Allen in Berlin, looked after international clients from the private and administration sectors
- Planning department at the Federal Ministry of Finance
- Leader of the Administration Architecture 2013 working group since April 2010
- Married, two daughters

The backbone of CHANGE²: The master plan projects

From the concept phase to the implementation phase

A master plan, with its meanwhile 40 projects, is the backbone of the CHANGE² process. The projects create the prerequisites and framework that are intended to be utilised for the new teamwork culture.

The procedure is the same for each project: When a new project is pending, an examination is made of what know-how relating to the task definition is already available in the Administration Architecture working group. A project manager from the group is then charged accordingly with accompanying the project. External advisors from renowned corporate consultants are also called in depending upon the topic in question.

A profile is drawn up for each project. This defines the target and benefits, as well as the heads of the relevant departments who will be primarily responsible for the project. At the beginning, so-called initial talks are held with the head of department to discuss the technical aspects and any currently applicable adaptations that may have to be made (the profile usually dates from 2007). This is followed by the joint preparation of a collection of materials: What are our targets, how can these be described more specifically? What themes need to be handled to achieve these targets? Who is responsible for which area, and what is it all going to cost?

After the initial discussion, the working group formulates a proposal for a project agreement. This is, in equal measure, both a kind of contract between all those involved as well as a set of instructions. For this reason it contains all the relevant details: Targets, content, methods, time frames, responsible persons and finances.

Projects that were completed in 2010 and are now in the process of being implemented:

- Strategic controlling
- New economic-political strategy
- Talent strategy
- Further development of the tender system
- City district orientation of the administration
- Staff organisation
- Internationalisation

Now a search is made for the project leader. Ideally, this will be someone from the department concerned. Now the project starts. Not only are the full staff council and all the representatives of the severely disabled involved in all the projects, there is also a working agreement between the Lord Mayor and the staff council regarding the modernisation of the city's administration department.

Once the concept phase has been completed, the results are recorded in a final report. The next step is the implementation phase, which is even more important than the concept phase.



Exceptionally good: Teamwork in the "City district orientation for administration" project group.

"I'm sure that the members will be taking the unusual teamwork culture they experienced on the project back to their own departments as an impetus," says Nadja Wersinski from the Lord Mayor's office and leader of the "City district orientation for administration" project, which was finalised in 2010 and is now being implemented. She has only praise for her colleagues. "Such a large group working on a single topic for such a long period will always fall apart somewhere along the way. But here the colleagues really kept at it from start to finish, and everybody found his or her role in the process."

A new quality of controlling: It's the results that count!

Strategic targets and management goals as controlling instruments



Christian Hübel

"Why have strategic targets, we've got our work tasks?" This question that was put at the beginning of the process was certainly justified. After all, around 80 percent of the city's budget is allocated to mandatory expenditure. But can a municipal administration in this day and age afford to just react and not to take active control? Definitely not, in view of the challenges presented by demographic change, exploding costs in the social sector, and the tough competition between towns and cities to attract the best minds. Insofar it was only logical to develop a new controlling philosophy within the framework of the CHANGE² process on the basis of a joint strategic conceptual objective: Strategic controlling.

Strategic targets were formulated based on an analysis of the special characteristics of the city of Mannheim, which in future are intended to be observed by all staff working at the city's departments and sections.

Taking the seven strategic targets and a common understanding of "what does the city

want to achieve" as a starting point, the target systems were then derived for the different offices. "The purpose was not to completely reinvent the wheel," explains Christian Hübel, Strategic Controlling project leader, "because much of the work that has been, and continues to be done in the departments, specialised sections and proprietary operations is already strategically compliant." What *is* new, is that every department is now pursuing a common goal, namely the seven strategic targets. This means that practically everyone can make a small contribution to the overall strategy (even in their own area), which as a whole is a large contribution.

The departments' management goals will play a vital role as a control instrument during the drafting of the budget for 2012/13. In future this will take on a much different look than in the past. This is primarily due to the implementation of the provisions laid down in Germany's new municipal budgetary legislation (NKHR), which is currently the subject of a CHANGE² project. But it also comes down to the departments' management goals, which are to be intermeshed with the NKHR. "We are interlacing the drafting procedure for the budget with the departments' management goals and thus with the strategic controlling,"

says Christian Hübel. "By discussing goals and the requisite resources in conjunction with the budget, it is possible to make much sounder decisions on the use of ever dwindling financial means than used to be the case." "Goal-based controlling" is therefore the magic formula that explains why the departments' management goals are also an explicit element of the budget.

City goals / department goals / section goals

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

Urban consolidation	Attract, develop and retain talent to an above-average degree	Increase the number of companies and (qualified) workplaces in Mannheim	Preserve tolerance, live together	Raise the education standard of the children, young people and adults living in Mannheim	Successfully implement the core projects „Cultural Capital 2020“ and the Creative Economy master plan	Strengthen and intensify civil commitment and involvement
---------------------	---	---	-----------------------------------	--	---	---

Dept. III	Nr.	Main focal themes	Responsibility for implementation at department office level			
	1	Every child has a qualified school leaving certificate	SF 51	SF 40		

Nr.	Management goals	Key figures	Target	Measure	Resp. tw.
2	Every child has adequate German language skills to understand the lessons before starting school	Quota of passed language tests at the pre-school examination	100% (by 2016)	Institution of language learning classes at all nursery schools	Excerpt from target system
3	Decrease in the number of pupils repeating a year in secondary stage I	Quota 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	...

All departmental offices have prepared their own such goal system.

Staff events: Information and workshop activities in XXL format

All departments organised staff events on the theme of goals



Dialogue groups in the Road Use und Green Spaces section.

How will CHANGE² actually affect me and my work? Many of the staff are preoccupied with this question, which is a perennial hot topic in the change process. One of the most crucial steps on the way to this process becoming operational took place during recent months. Within the framework of the Strategic Controlling concept, staff events were organised in all departmental offices (i.e. in all the sections, departments and proprietary operations) between September 2010 and January 2011.

Their purpose was to inform staff about the strategic orientation and target definitions of their respective departments, and to serve as a platform for dialogue groups to discuss two focal questions: How can I, personally as a co-worker or in my position, contribute to achieving these goals? What ideas do I have on how we can develop the goals for my department? And the co-workers were naturally also able to put questions to the executive staff, with the answers being either given directly during the events or collected for a later response.

This mammoth project comprised a total of 45 events for approximately 6,500 staff, with large departments organising several events. Around 270 dedicated disseminators from the departments actively participated within the framework of the events and were prepared for their tasks in advance.

What is the next step? Most of the departments have already received their own specific documentation, while a compact but substantial version covering the entire city will be published in the

CHANGE² section of the intranet, probably at the beginning of the new year. A feedback round of dialogue on the topic "Implementation of the management goal systems in the departments – first impressions after the staff events" will be held with the Lord Mayor in early 2011. Disseminators, executive staff and local staff representatives will be attending this meeting.



Defining concrete goals in the Education department.

Impressions from staff events held in different departments



Preparation: Training the disseminators.



Everything is written down so that no ideas are lost.



Are there any more questions? Now is the time to ask them!



There was a lot of information for the staff.



The Lord Mayor attended some of the events.



Some departments have a large number of staff.



One for each member of staff: Goal display stands



At a glance: Strategic and management goals

"Basic principles and working instrument for implementing our goals"

Guidelines for Management, Communication and Teamwork adopted

"We want to accomplish fundamental changes in our corporate culture – and that can only be achieved through management and teamwork," explains Lord Mayor Dr. Peter Kurz. The "Guidelines for Management, Communication and Teamwork" represent a crucial step on the road to this goal. These were laid down and adopted immediately before the summer break during an executive staff closed meeting held over two days in Bad Dürkheim. The participants: Lord Mayor Dr. Peter Kurz, the heads of department, all the section and directive leaders, as well as the heads of the proprietary operations.

These guidelines apply to all executive and non-executive staff. On the one hand they are a declaration of self-commitment on the part of the management level, while on the other they also incorporate the expectations the executives have of their staff – and vice-versa.

Views of the executive staff on the creation process and its significance

Jörg Blumenthal, head of the Council and Public Relations department: "From my point of view it was an interesting process working out the guidelines, as during the discussions

not only did we become more acquainted with one another, but we also developed an understanding of the different task areas and perceptions."

Ulrike Lorenz, head of the Art Gallery: "Essentially, the guidelines form the basis and working instrument for implementing our management goals. The guidelines also foster equality. What applies to the staff, must also apply to the others."

Alexander Mauritz, head of the Waste Water proprietary operation: "It is actually an unwritten law that we abide by what we agree upon together. That's how it should always be. But it has never been put down in writing. That has now been rectified and applies at every level."

Klaus Eberle, head of the Public Safety and Order section: "I believe that the guidelines will also have an impact on organisations outside of the city administration. It is not as if they are a secret dossier. After all, they are transparent and can be communicated externally. This is also a public statement of the city's position."



Decisive aspect of the guidelines: The steps from paper to taking action.

VeränderBAR: More direct communication VeränderBAR: More direct communication

Travelling the departments with the mobile espresso machine

It has already become a kind of symbol for the change process: The VeränderBAR – an espresso machine in Ferrari red, which makes an outstanding small black coffee, together with a matching red mobile bar. The thought behind this special bar: To come into conversation over an espresso, both with the staff as well as with interested people from elsewhere, for instance at trade fairs.



Black and strong: Espresso from the VeränderBAR.

"We want to direct the focus on how the process can be experienced by the staff," explains Ulrich Hörning, head of the CHANGE² process. As one of the measures aimed at achieving this, he and the Administration Architecture 2013 working group have introduced the VeränderBAR, with which they are underway at lunch breaks or departmental staff meetings, for example. Staff at the Municipal Drainage proprietary

operation were the first to be visited by Hörning with the VeränderBAR in tow, inviting them to an espresso and talking with them about CHANGE². Following initial scepticism, everybody came to the point and energetic discussions ensued. Motivation, obligation and the dialogue and decision-making culture were the themes that were heftily discussed.

Similar scenes were experienced with the colleagues from the street cleaning department at the Waste Management proprietary operation, who were not reticent either and spontaneously came up with a series of interesting suggestions regarding the CHANGE² motto "Achieving more together". The VeränderBAR was also wheeled out on several occasions at the staff events (cf. page 7).

Purpose of the VeränderBAR

- To come into conversation about CHANGE² over an espresso
- To make the process more tangible and vivid
- Direct and open discussion, especially at grass roots level



Opportunity for sharing ideas and experiences.

"This is a completely new style of communication at the city authorities"

Staff discuss the goals and background to CHANGE² with the Lord Mayor

Astrid Muhr, who works in the Planning Regulations and Environmental Protection section, had little contact with the CHANGE² process until June 2010, which was why she was rather curious leading up to the round of dialogue with the Lord Mayor. She had been invited to this event together with 30 other co-workers who had been selected by ballot.

"It will certainly be very interesting to hear about the basic ideas behind the CHANGE² process, unfiltered and at first hand, instead of just reading about it on the Internet," Astrid Muhr guessed, and she was to be proved right. At the end of the event, everybody there agreed, without exception, that the direct and easy-going exchange with the Lord Mayor, as well as with their colleagues from other departments, had been a real success. "The explanations of the considerations and motives behind the formulation of the strategic goals in particular were exceptionally interesting," says Astrid Muhr.

The Lord Mayor meets up with a group of staff members several times a year to talk about the CHANGE² philosophy, goals and the underlying reasons for this sweeping modernisation process. Another reason is of course to exchange opinions, experiences or even personal reservations about the CHANGE² process. And this all takes place in a convivial and trustworthy atmosphere where even critical topics can be raised as well. And precisely this aspect of the event especially impressed Horst Reinemund, team leader at the main accounting department of the city treasury: "This is a completely new style of communication at the city authorities which would have been unimaginable before."



The Lord Mayor in dialogue with staff.

"Rules of the game" for the staff dialogue

- Around 30 to 35 members of staff from different departments are invited by ballot
- The Lord Mayor conveys the intentions and defined goals of the CHANGE² modernisation process and explains the strategic targets
- During the round of dialogue that follows, staff can ask questions about the CHANGE² process and put over their own suggestions and ideas
- It is not a "knowledge quiz", so preparation is not necessary
- Everybody comes to the event with their own knowledge and experiences of CHANGE² at that time
- Open discussion in an easy-going atmosphere
- Everything that is said is treated confidentially

A series of dialogues takes place both with the members of staff as well as with the executive staff and staff representatives.

Lord Mayor Dr. Peter Kurz: "We can't argue properly yet"

Mannheim Evening in Stuttgart: CHANGE² – administration design in dialogue



Panel discussion between Dr. Kurz (l.) and Dr. Vilser.

Gerhard Stratthaus, former finance minister and currently president of the Baden-Württemberg Management Academy, was certainly speaking from many years of political experience: "The one state government regards itself as being superior when it spends more money on something. That is rubbish, we need an orientation to targets and impacts!" With his welcoming speech at the 5th Mannheim Evening in Stuttgart, which was devoted to change management, Stratthaus must have been preaching to the converted as far as Lord Mayor Dr. Peter Kurz is concerned. After all, impact-oriented administrative action and joint goals are precisely the approach being taken by Mannheim's CHANGE² process. This was also clearly expressed during the panel discussion between the Lord Mayor and Dr. Leonhard Vilser, Managing Director of Eberspächer. Change processes in commerce, industry and public administration stood at the forefront of their considerations. There was great interest in the event organised in collaboration with the Baden-Württemberg Management Academy, with the attendance of around 150 guests from the worlds of politics, public administration and business, who were joined by managers from the public and private sectors in Baden-Württemberg. The panel discussion was moderated by Professor Christoph Fasel, Rector of the Advanced College of Media in Calw. Topics of discussion included aspects such as staff motivation, leadership, goals, coaching and corporate culture.

The closing tip to Mannheim's public administration from Managing Director Vilser, whose company has had to reposition itself many times during its 145-year history: "Changes cannot take place overnight and often fail because not enough time is taken to make them." Lord Mayor Peter Kurz is certain about what the next steps will be: "Wanting to

be one of the most modern city administrations above all means renewing the culture of teamwork."

Panel discussion: Some of the contributions

Vilser (V): "We regard change as being part of daily business, otherwise Swabia would not hold such a strong position in the global market."

Kurz (K): "The difficult part is not to describe a goal as such, but to pursue it consistently. The world of politics is accustomed to supporting everything that is not apparently irrational – that is the opposite of setting priorities."

V: "Most members of staff want to know on their own initiative what it's all about!"

K: "We can't argue properly, we don't yet have a culture of expressed disagreement."

V: "One has to take a really hard look before engaging a coach. He must fit in with one's own system of values, otherwise it will be counterproductive."

K: "In contrast to industry and commerce, accountability for results is limited among executive staff in public administration."

V: "Resources have to be made available to enable members of staff to get to grips with a change process – otherwise it will get swallowed up in their day-to-day work."



Round of dialogue at one of the six theme tables.

The book on the CHANGE² process: "Reforming municipal administration" City leader wants to share experiences in reforming administration with politics and industry



Book presentation with three of the authors (f.l.t.r.): Dr. Gerhard Mersmann, Dr. Peter Kurz, Professor Karsten Müller.

On Wednesday, May 5 2010, the book on the CHANGE² administration reform was presented in the council chamber of Mannheim's municipal hall N1. Under the title "Administration Design - CHANGE² - Hurdles, icebreakers, recipes for success – How municipal administration can be reformed" (original German title: "Verwaltungsdesign - CHANGE² - Hürden, Eisbrecher, Erfolgsrezepte – Wie es gelingt, eine kommunale Verwaltung zu reformieren"), editor Lord Mayor Dr. Peter Kurz would like to share the initial experiences from the reformation of the administration with partners from industry and politics.

"Right from the very beginning there was a clear conception behind the idea of CHANGE² of what was to be achieved with the process: To establish results-oriented action as the core element of municipal administration in Mannheim," explains the Lord Mayor.

The book is not a final report, but is intended to create an impetus for further dialogue and a point of discussion with other local authorities and an interested public domain.

The diversity of the authors reflects the complexity of the process. Change management has long been the order of the day in the business world and at non-profit organisations; such a sweeping reformation of an administrative apparatus, however, is an absolute novelty for municipal administrations in Germany. "Mannheim's municipal administration is performing pioneering work here," says Kurz, "and impressions and suggestions from the outside can support us in this process."



The winners of the book draw

The CHANGE² book is naturally also on sale in any bookshop, and five copies are available for lending at the city library. But true to the motto "Borrowing is good, having your own free copy is better", the Administration Architecture 2013 working group held a draw among the city's employees in July for ten copies of the book.

International students take part in CHANGE²

Successful premiere of the "Mannheim Summer Fellow" programme

Address qualified students with an international background and get them interested in Mannheim – that is what CHANGE² boss Ulrich Hörning wants to do with the new trainee programme. Called "Mannheim Summer Fellow", Hörning deliberately chose an English name due to its international orientation. Dr. Gerhard Mersmann, head of the newly established Management Development Competence Centre, welcomes the programme: "It can make a contribution to attracting specialists and executives. In the view of the forthcoming manpower shortage at executive level, that is particularly significant." The first two participants have already successfully completed the programme, each having spent two months during the summer working on the CHANGE² process.



The first Summer Fellow was Nima Salmani Fartash, a 23-year old from Hamburg with Iranian roots, who has been studying economics in Canada at the University of British Columbia in Vancouver since 2007. His personal summarisation of

Mannheim: "I feel as though I have done something meaningful that will be needed and made use of after I have left Mannheim's public authority." That is hardly surprising, since Salmani was involved in a project of mammoth proportions: Together with members of the working group and supported by external consultants, he developed the concept for the so-called staff events (cf. p.7). These took place in every department between September 2010 and January 2011. Their purpose was to convey to the staff what the city's seven strategic targets and the goals of its respective departments would actually mean to each and every one of them.



Scarcely had Salmani taken his seat in the plane en route back to Canada, than he was followed by Romain Jouvent, who is studying for his "Master of Public Affairs" at the Institute For Political Studies (Sciences Po) in his home city of Paris. The 22-year old Frenchman has a year spent abroad at the renowned Scientific School of Management in Vallendar, among other things, to thank for his perfect German. Incidentally, his predecessor as trainee, Salmani, also studied here for a term.

In Mannheim, Jouvent learned a fair amount about how German municipal administration functions and what makes the CHANGE² process in particular stand out. "What really impressed me was the dialogue with the Lord Mayor, where the head of administration personally speaks with the staff to gain their support for the administration reform," says Jouvent. During his traineeship, he himself spent most of his time co-working on the development of a new data and report strategy. The underlying idea: To create a standardised structure for the multitude of different data sources and forms of presentation to be found in the city administration. This is a particularly crucial aspect for controlling and implementing the seven strategic targets. "In France, debates are held every day about how the administration can be restructured and modernised," reveals Jouvent. "That's why I found it so fascinating to get an insight into Mannheim's CHANGE² process and become acquainted with new perspectives."

Ulrich Hörning is extremely satisfied with how the programme has started, and he definitely wants to continue and expand it further: "I can well imagine pulling other departments into the programme and making even more concerted efforts to attract more applicants from within the region, for instance from Mannheim and Heidelberg universities."

Administration in the theatre: "In the elite circle. Life in a square"

An introduction to state-run organs and lofty careers



Scene from "In the elite circle" (with Jaques Malan).

The 10th floor of the Collini Center offers views over the entire city. Up here, a project from the National Theatre was performed in the city administration canteen. Four actors played the parts of citizens and civil administrators, children of the great Mother City, in a production by Lajos Talamonti. "In the circle of the elite. Life in a square" (or "Im Kreis der Besten. Leben im Quadrat" to give it its German title) is an absurdly amusing work about the heights of vision and the depths of reality, about the dream of a new, totally different community, and about the resistance and insults that something new always spawns.



Over the course of four weeks spent researching in citizen advice bureaus, town halls and staff canteens, Talamonti and the scriptwriters conducted interviews and had terms such as tolerant ambivalence, S.W.O.T. or optimisation explained to them. They met civil servants from Kehl and career-switchers from industry and commerce, strategists and "front-line troops", innovators and conscientious objectors. From the experiences and notes, they created a stage play that manoeuvres between a workshop, motivation training and a ghost train. And always looks to the future.

What makes us citizens? How do we turn from individuals into collectives into a community? These questions and the irresistible attraction of everything that is new form the subject of this work on civic investigation, which was only made possible thanks to the fantastic support and lively interest of the many members of staff in the city administration. "Im Kreis der Besten. Leben im Quadrat" ist Lajos Talamonti's first production at Mannheim's National Theatre.



"Theatrical administration" (Almut Henkel, Jacques Malan)

Outlook: What next for CHANGE²?

The challenges in 2011 and beyond

The experiences gained during the first years of CHANGE² have shown that the decisive factor in the success of such a process is its realisation. That is the reason why the accompaniment of the implementation and realisation of the master plan projects is becoming even more crucial, forming as they do the backbone of the CHANGE² process. This necessitates resources that are then no longer available elsewhere, so that even the schedule for beginning a new project can by all means be delayed to the benefit of the realisation.

Two central projects, which we will continue to realise in 2011, are Property Management and the New Economic-Political Strategy. Realisation of the Operational Health Management project, an area which affects everyone who works for the municipal authorities, is another new target. A further theme that will occupy us intensively is the "People's City". The concept phase for this will be going operational in 2011.



Presentation of the management guidelines at extended management level.

Another major issue will be the realisation of the "Guidelines for Management, Communication and Teamwork" (cf. p.9). These apply to all executive and non-executive staff. The underlying principle of these guidelines: We must create a culture of open dialogue that allows and permits criticism. Only by doing so can we take the organisation forward as a whole. All staff have received a pocket version of the guidelines with their copy of the magma staff magazine; these guidelines must now be put into practice on a daily working basis. They are the framework for our corporate culture and will therefore play a

lasting vital role. For example, they will time and again be the subject of articles in magma. And last, but not least, the reorganisation of the procedure for preparing the budget will also play an important role, concerning as it does the integration of the new budget legislation and strategic controlling.

We have set ourselves the goal, through the CHANGE² process, of becoming one of Germany's most advanced city administration authorities by 2013. But this date does not mean that there will not be an "afterwards". Change belongs to our everyday life! The constant challenges that are faced by an urban society, and therefore by its administrators, are becoming ever more complex. This is exacting for us and our willingness to accept changes on a daily basis, while also opening up completely new opportunities and perspectives for our work and action. By 2013, the 40 projects that are currently part of the master plan will either have been completed, or will be so well prepared that they can be implemented

in the respective areas and finally concluded. What is much more important is that the changes foreseen with CHANGE² are lived every day by all members of the city administration. The CHANGE² process will not end on December 31, 2013. It will continue to accompany us in one form or another. And: We are all called upon to take an active part in this process, as this is the only way of achieving more together.

CHANGE² at the Administration Architecture 2013 working group

2010 brought with it several staff changes

The Administration Architecture 2013 working group (AAWG) did not remain untouched by the persistent change in 2010: Several members and the group leader departed to take over important new responsibilities elsewhere.

The gaps they left behind were filled by new colleagues subject to the staff appointment procedure. This means that the AAWG is now complete again. Here are the five former members of the group.



Dr. Gerhard Mersmann, leader of the AAWG from when it was established in February 2008, has been head of the newly founded Management Development Competence Centre since July 1.



Christine Pesen, Head Secretary, has been bringing her experience of running the office at the Management Development Competence Centre to bear since mid-July.

Management Development Competence Centre

The CHANGE² process has demonstrated in several areas that the city of Mannheim can undertake improvements with regard to its management tools. The complex topics of leadership and management development cannot be handled with the CHANGE² master plan alone. For this reason a "Management Development Competence Centre" was set up in 2010 to take a new and wide-ranging organisational approach to the subject.



Mathias Schürmeier, Project Manager, moved to the Business Development section. As its provisional leader, he is meanwhile responsible for the realisation of the New Economic-political Strategy.



Sabine Schnabel, Project Manager, moved to the Information Technology section on September 1, where she took over responsibility for IT Service Management.



Andreas Müller, Project Manager, moved to the Management Development Competence Centre on October 1 and became leader of the Management/Human Resource Development team.

Outlook: In 2011, the Management Development Competence Centre will anchor the requirements profile derived from the Guidelines for Management, Communication and Teamwork in the selection procedure for executive staff, systematically accompany the socialisation of new co-workers, undertake an exemplary qualification initiative for next-generation executives, organise the supportive measures for the planned defined targets, and underline the re-accentuation of the advanced training programme with numerous initiatives.

Your contact: The current Administration Architecture 2013 working group



Ulrich Hörning
Group Leader
Tel. 0621 / 293-9350
ulrich.hoering@mannheim.de



Lydia Kyas
Deputy Leader
Tel. 0621 / 293-2901
lydia.kyas@mannheim.de



Andrea Anslinger
Project Management
Tel. 0621 / 293-2906
andrea.anslinger@mannheim.de



Nicola Hilkert
Project Assistance
Tel. 0621 / 293-2905
nicola.hilkert@mannheim.de



Jörn Fischer-Valldorf
Event Management
Tel. 0621 / 293-2908
joern.fischer-valldorf@mannheim.de



Susanne Horsters
Project Management
Tel. 0621 / 293-2904
susanne.horsters@mannheim.de



Martina Fuchs
Communication
Tel. 0621 / 293-2925
martina.fuchs@mannheim.de



Dietmar Lidke
Project Management
Tel. 0621 / 293-2907
dietmar.lidke@mannheim.de



Monika Goerner
Project Management
Tel. 0621 / 293-2903
monika.goerner@mannheim.de



Anja Vögtel
Team-Assistance and Events
Tel. 0621 / 293-2902
anja.voegtel@mannheim.de

The Administration Architecture 2013 working group was set up on February 1, 2008 under the auspices of the Lord Mayor to support, coordinate and accompany the complex overall project, "Administration Modernisation 2008 - 2013". It is the coordination centre between the single schemes and projects belonging to the master plan and the project control group.

Stadt Mannheim / Fachgruppe Verwaltungsarchitektur 2013 / E 3, 2 /68159 Mannheim