

# 「NO NONSENSE: A REGIONAL APPROACH IN BELGIUM

AUTHORS

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BELGIUM?



Belgium?





# How you probably know Belgium

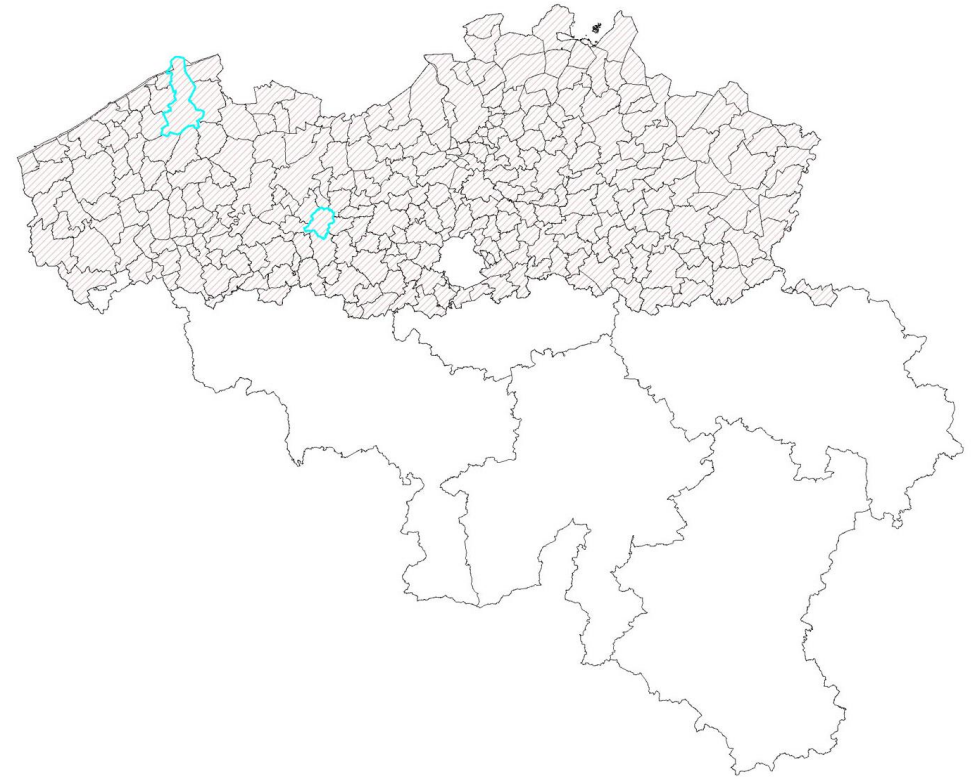




# A country of regions

- Monarchy
- Representative and parliamentary democracy
- Flanders - Brussels - Wallonia
- 4 language areas:
  - French
  - Dutch (Flemish)
  - German
  - Brussels: bilingual
  - Problem areas: Brussels, language border municipalities with facilities (Komen, Voeren,...)





A country of provinces and communes

# Local government in Flanders

- Political organization in 2018
  - City council
  - The Burgomaster and his Aldermen (Mayor and Deputies)
  - The CEO
  - Management team
  - Integration with Public Social Welfare Centre

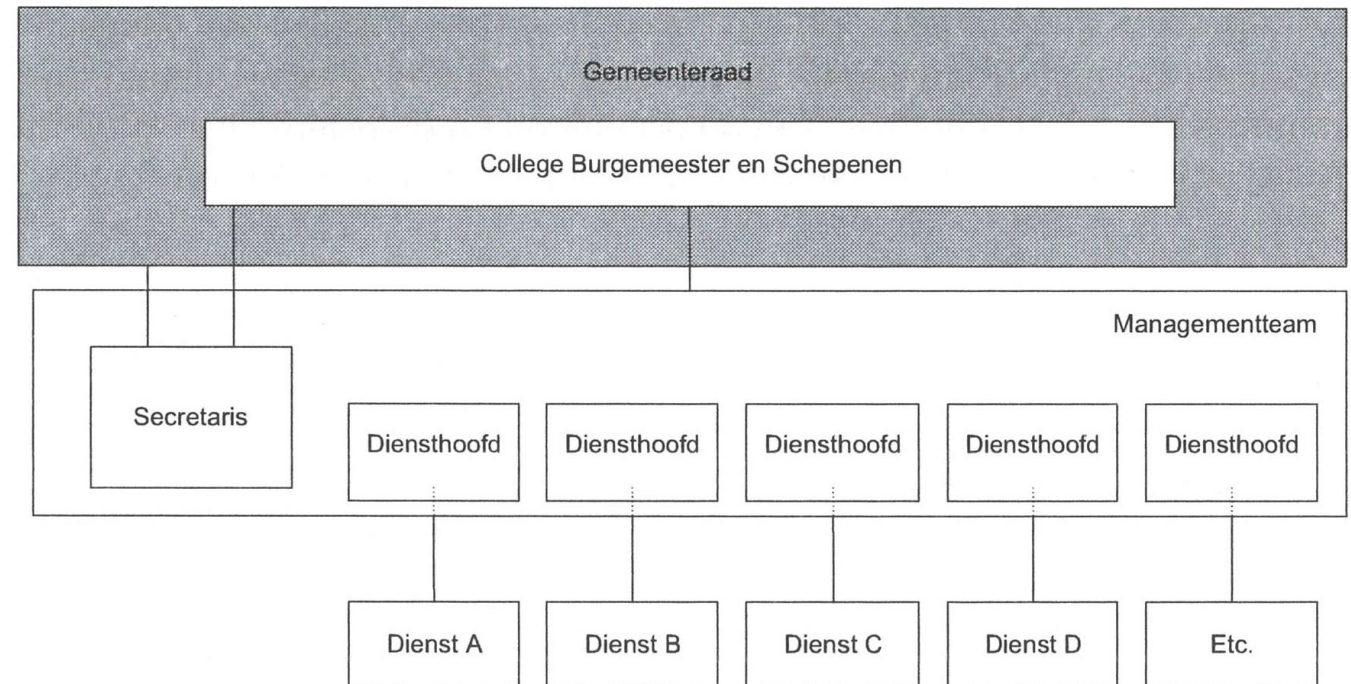
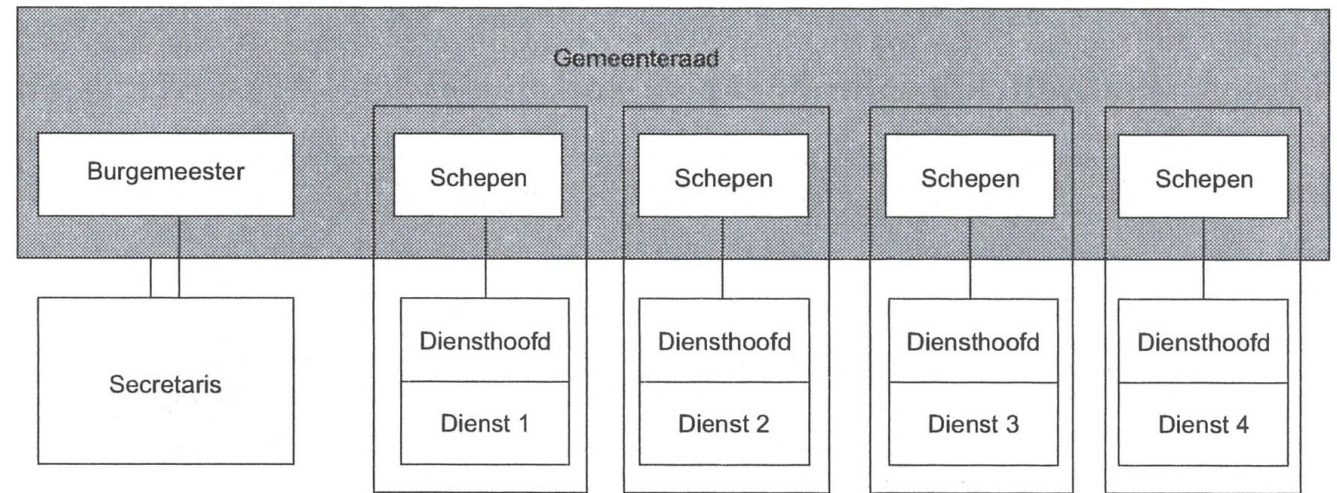


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# The CEO

Clerk or City Manager?







NENO

Giving space to receive more space

# What are we going to do?

1.

Act!

Because doing nothing is no longer an option.



2.

Bruges-la-morte?!

3.

Takeaways:  
Guidelines for change.

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**HUH?**

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# What are we going to do?

1.

Act!

Because doing nothing is no longer an option.

Why not?

What has changed in the last couple of years?

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Work

Private  
life



Burnout - Danger



Take a piece of paper, everyone.

Paper???



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Say no to pesticides.



Permit  
granted

Already!



## 1 decreet lokaal bestuur 2019

- ▶ Politieke en ambtelijke integratie gemeente – OCMW
  - 1 geïntegreerd meerjarenplan
- ▶ Meer ruimte voor lokale autonomie
  - Keuzevrijheden presentatie strategisch beleid
  - Kredietbewaking minder op voorgrond en soepeler
- ▶ Inperking en vereenvoudiging regels
  - Minder procedures, minder en eenvoudiger schema's



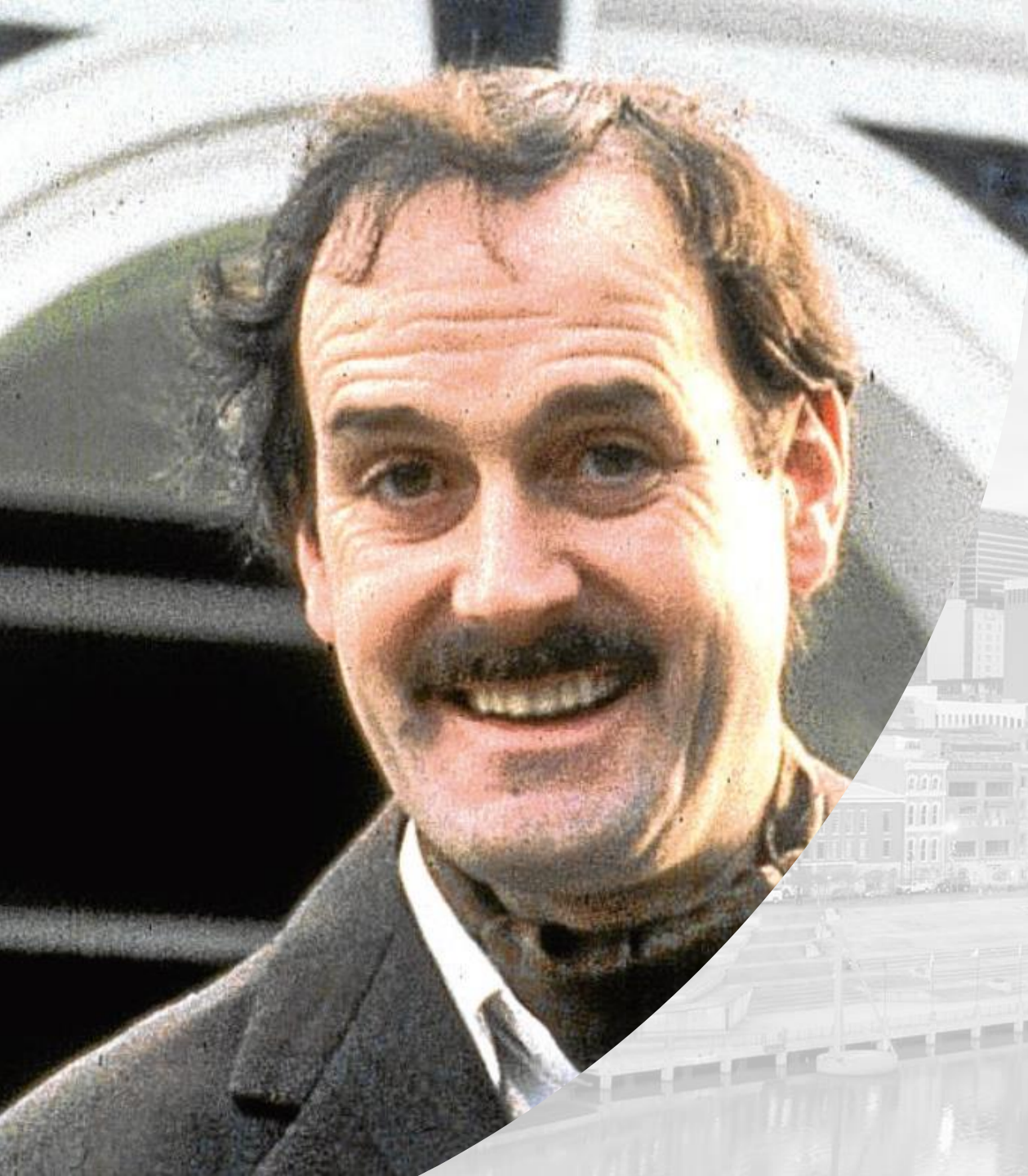
Vlaamse overheid  
vereenvoudiging bestuurlijk toezicht

## 1 decree on local governance 2019

- **Political and administrative integration municipality – OCMW (Social Service Department) long-term plan**
  - 1 integrated
- **More local autonomy**
  - More choices for presentation strategic policy
  - Credit control is less prominent and more flexible
- **Fewer and simpler rules**
  - Fewer procedures, fewer and simpler schemes
  - Simplification of administrative supervision

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Higher complexity requires more creativity.

The perfect conditions for creativity according to John Cleese:

“Optimize for playfulness - find space and time, push past your limits, make mistakes, and be humorous.”

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# What are we going to do?

2.

Bruges-la-morte?!

- Georges Rodenbach's book written in 1892.  
*"The quiet and impoverished city of Bruges turns away from the modern age and looks nostalgically back on its medieval past..."*
- During a month, we visited several departments to talk to employees...



# The City of Bruges in 2014...



- Approx. 40 unlinked departments, each having their own workplace culture;
- Various information desks spread over dozens of (medieval) buildings;
- No discussion platforms, no participation;
- HR department imposes sanctions on employees;
- 17 smartphones;
- 500 items on the average College agenda;
- Work clothes (PPE or Personal protective equipment) hardly or never worn;
- College decides that those retiring (300 out of 1600 employees) are not going to be replaced.
- ...

# Geen ontslag, wel respect voor heel kritische adjunct

🕒 27/02/2014 om 06:59



■ Colin Beheydt heeft zijn start niet gemist en kraakt zijn werkgever al na enkele maanden helemaal af. ( FOTO: SBR)

**BRUGGE - Je bazen stevig op de korrel nemen en er nog lof voor krijgen ook: adjunct-stadssecretaris Colin Beheydt deed het door het Brugse personeelsbeleid in een nota te herleiden tot gruzelementen. 'Het was zijn taak om het te doen', zegt burgemeester Landuyt.**

## Critical assistant city clerk praised, not dismissed

After only a few months on the job, Colin Beheydt does not spare his criticism for his employer

**BRUGES – Speaking critical of your bosses and getting praise for doing so: that's exactly what assistant city clerk Colin Beheydt did when he wrote a crushing report about the city's personnel management. "He only did his job", Burgomaster Landuyt says.**

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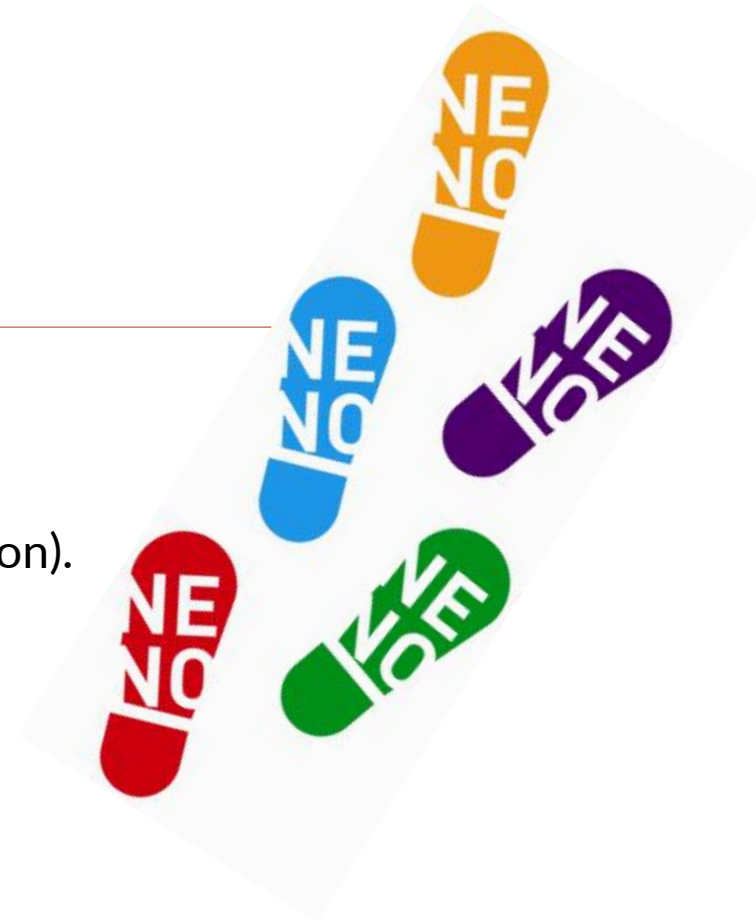
## Time for NENO

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Naar Een Nieuwe Organisatie

(literally: towards a new organization).

Neno also means 'child'.



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## 6 objectives 6 'wharves'

- Mission, vision and values
- Organizational structure
- Organizational culture
- Personnel Department becomes Department of Personnel and Organization
- Housing
- Administrative simplification/efficiency

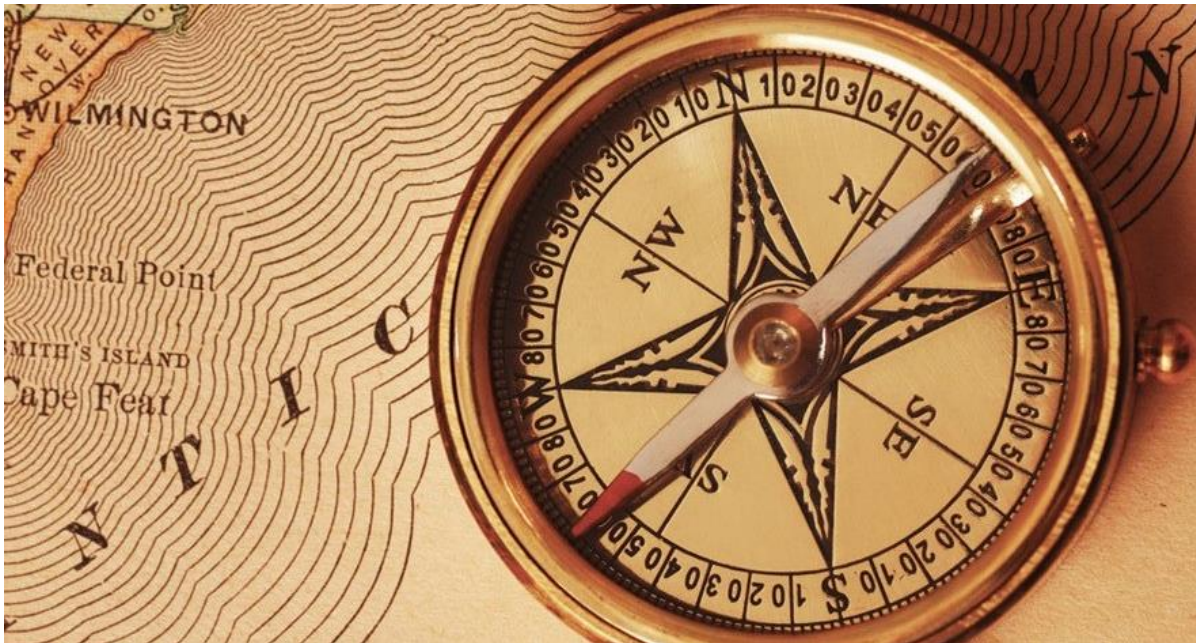




Mission, vision and values

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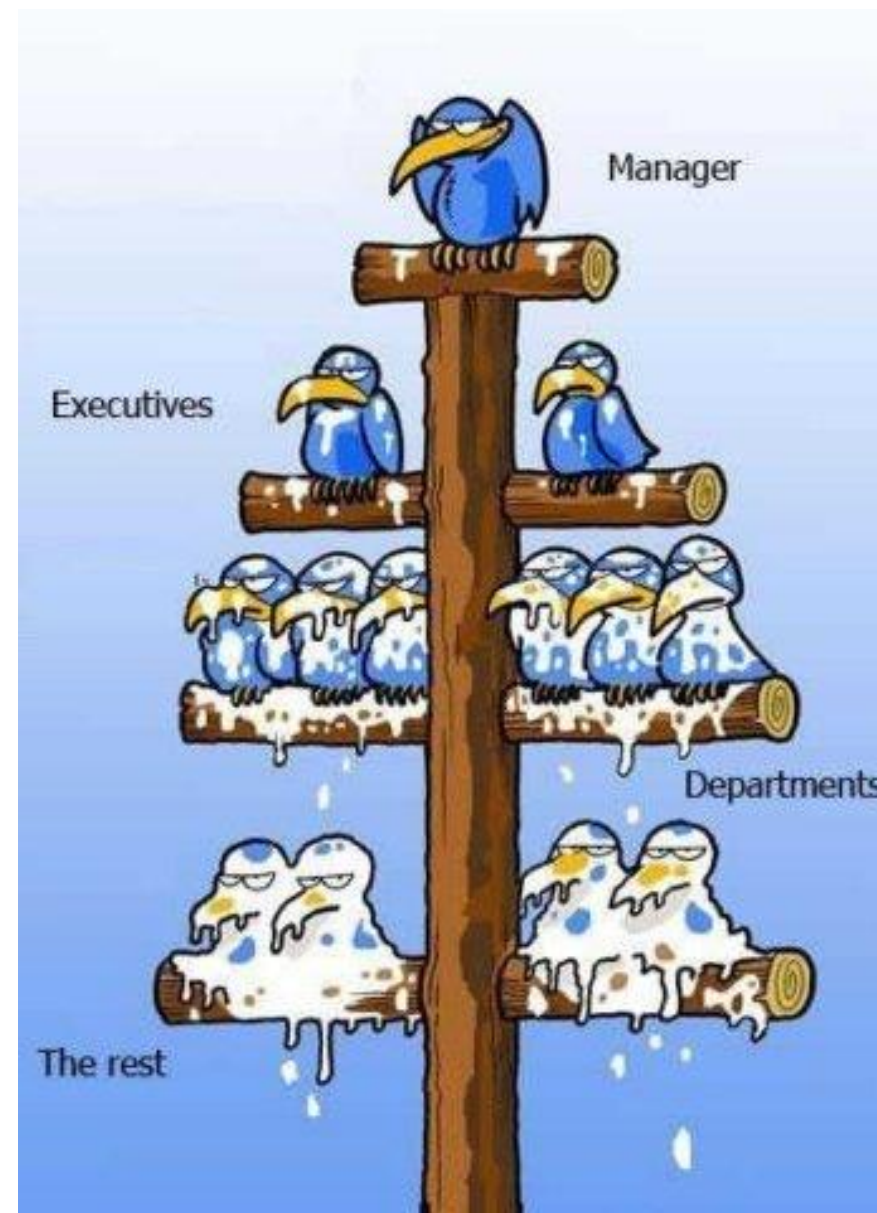
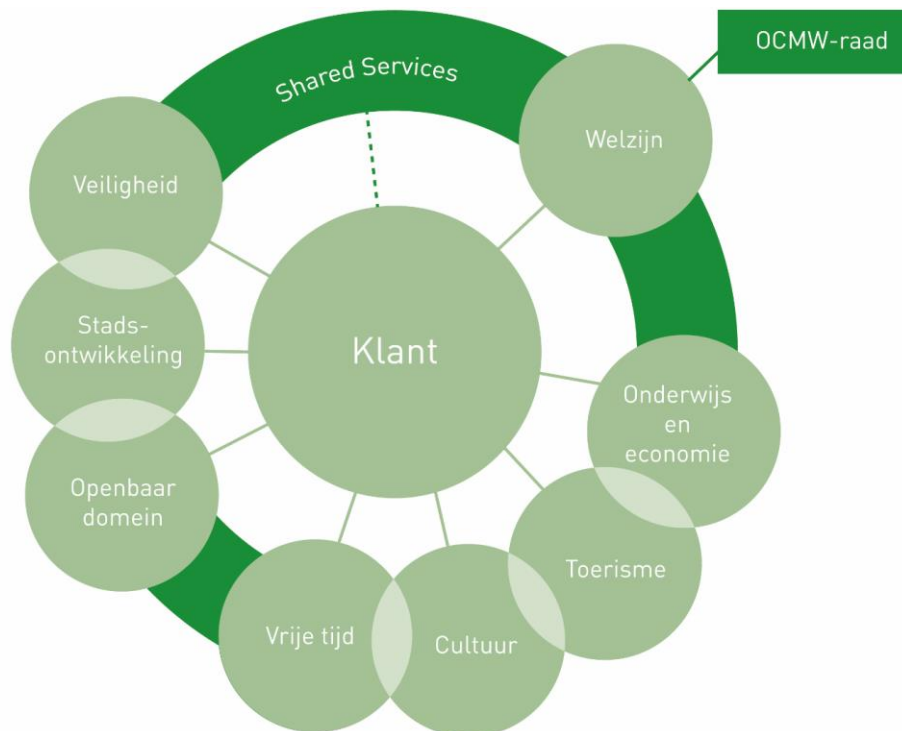
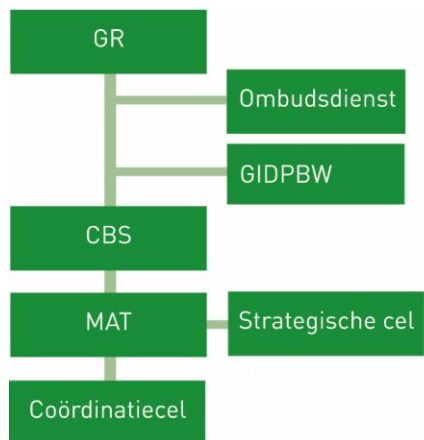






# Organizational structure

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Organizational culture

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Personnel Department  
becomes Department of  
Personnel and Organization

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## Personnel Department becomes Department of Personnel and Organization

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- Heads of departments are the real personnel managers!
- The New Way of Working: from punishment via flexible working to abolition of the employee time clock system
- Formation
- Feedback
- ...





Housing

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# Huis van de Bruggeling







Administrative  
simplification / efficiency

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Slimming down the College agenda

Digitalization: scanning, BYOD, ...

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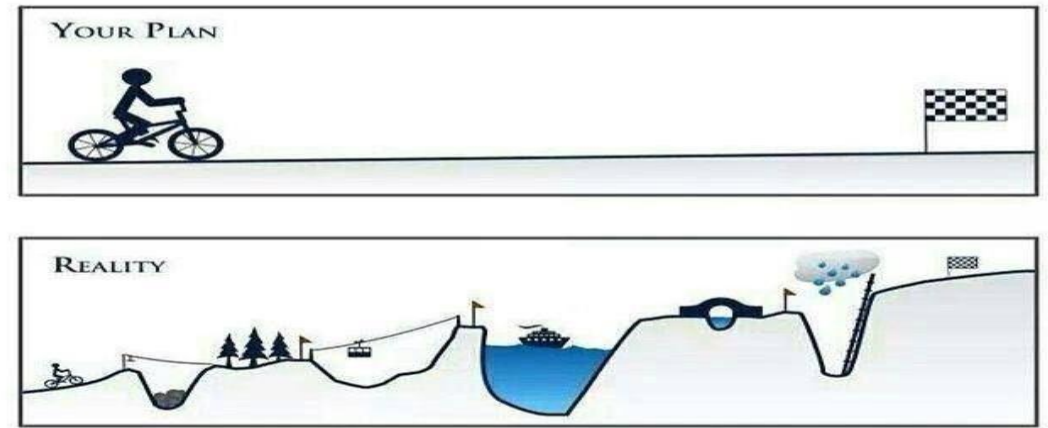


# What are we going to do?

3.

Takeaways:  
guidelines for change

- Change must lead to improvement.
- Theory is different from practice!
- Let go where possible, maintain where necessary. Stop killing people, or stop hiring people (and do it yourself).
- *“Life is like a slot machine: you’ll never win if you don’t put anything in.”*
- You always have various choices in life.



# THANK YOU

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Questions?

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