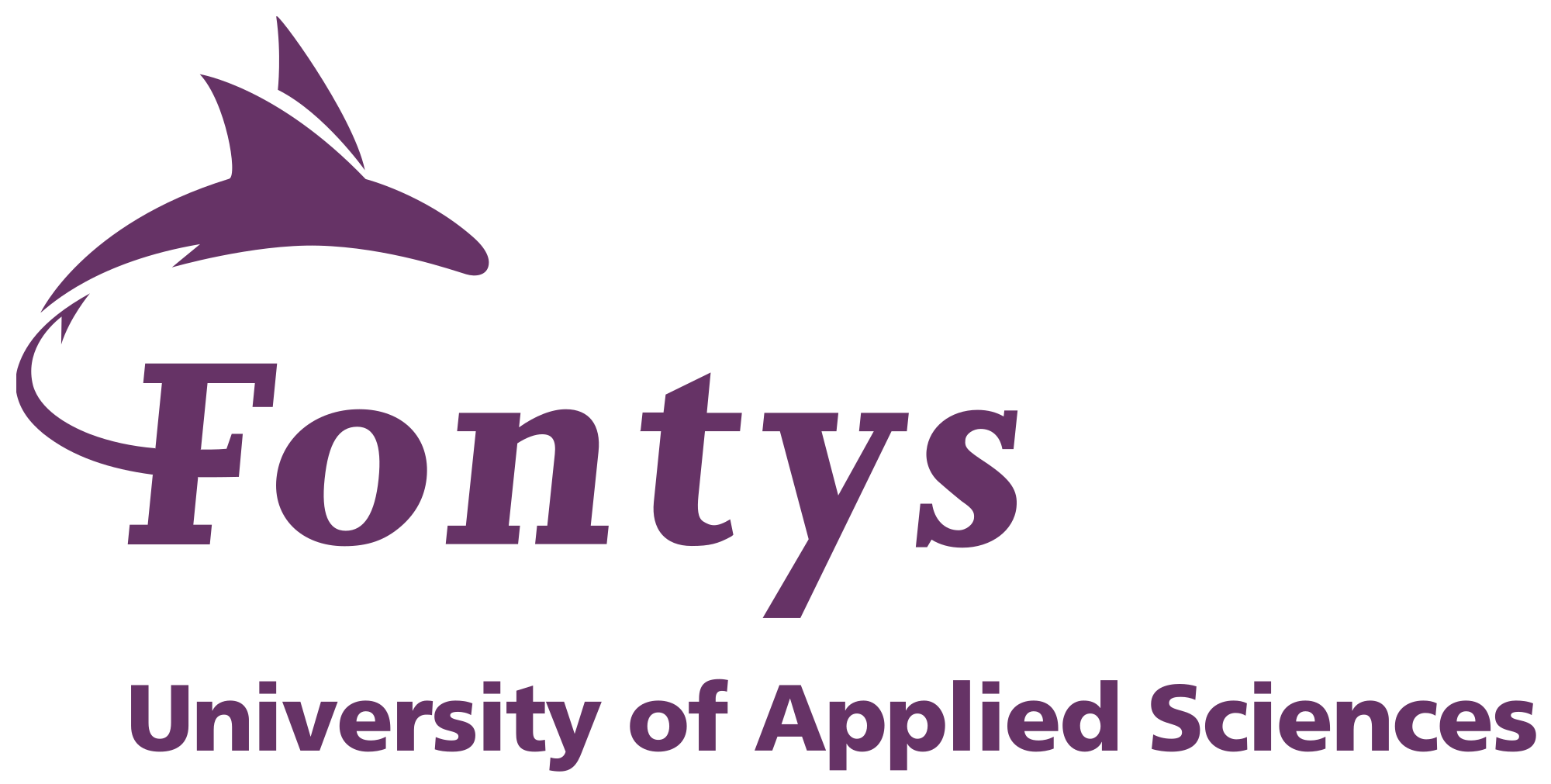
Interview to Venlo government

**Interview date**: 17.03.2017

**Interviewer**: Herm Lecluse, Simone Francesconi

**Interviewed**: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

**Interview objective**: to detect the point of view of the main functions of the environment department of Venlo, about the "how" the business operates and what approaches relies in order to reach the business goals.

1. Leadership

1. Were the environment department vision and mission defined? Other parties were involved? If so, who and how they were involved in the definition of vision and mission (other staff personnel, stakeholders, employees)?
2. Throughout time, the vision and mission have been changed? If so, how? If not, why?
3. Do you think that you have a flexible organization, able to perform at their best the tasks that are assigned and on which it is also possible to count at critical moments? If so, why? If not, why? Have you made changes in recent years to have a more suitable organization to the tasks assigned?
4. Do you think that in the Garbage Collection System are clearly defined management responsibilities, duties and staffs skill? Could you describe it?
5. Do you believe to be willing to change? How to collect and consider the proposed constructive feedback from others? It can provide some examples? If not, why?
6. Have you adopted some system to encourage and stimulate the staff to be proactive in their daily work and provide suggestions to improve and develop the activities of the Garbage Collecting System? If so, how? If not, why?

2. Strategies

1. Has a stakeholder’s map been correctly defined? If so, who are they? If not, why?
2. Is there a systematic method of gathering information about stakeholders, their needs and expectations, for instance customer satisfaction surveys? If so, when it was activated and when the information is updated? If not, why?
3. The strategic and operational objectives are related to the key processes of the Garbage Collecting system? If so, how? If not, why?
4. During the definition and implementation of policies and strategies, are the stakeholders involved? If so, which ones and how? If not, why?
5. There are approaches to track requests and needs for change, from inside and outside? If so, how? If not, why?
6. The local government (environment department) identifies opportunities for change, schedules the implementation and determine the objectives (outcomes and impacts) that want to achieve? If so, how? If not, why?

3. Partnerships & Resources

1. Have you developed special tools to encourage citizens to express suggestions / complaints? If so, which ones in particular? The method used has had good results? If not, why?
2. Do you think you are open to ideas, suggestions and complaints from citizens has provided appropriate mechanisms to collect them as, for example, surveys, consultation groups, questionnaires, complaints boxes, opinion polls? If not, why?
3. Can you align financial resources with the objectives? If so, how? If not, why?
4. Do you use financial planning systems, such as multi-annual budgets, management control? If yes, when and how? If not, why?
5. Do you analyse the risks and potentials of financial decisions? If yes, how? If not, why?
6. Do you think that there is a structured process for managing, storing and rating collected information? If so, how is it structured? If not, as is the exchange and sharing of information?
7. How do you manage to ensure that all stakeholders receive / have access to useful information for them? Have you developed internal channels, in order to promote the dissemination of information? If so, what (intranet, newsletters, magazines, etc.)?
8. What technologies are used in order to manage tasks, knowledge, interaction with stakeholders and partners, network management and financial resources? They are effectively applied? If so, how? If not, why?

4. Change management and processes

1. Key processes have been identified in the Garbage collecting system? How many and what are they? Is there a "process map"? If not, why?
2. Those responsible for the processes have been identified? How and why?
3. Was the staff involved in the process definition? If so, how? If not, why?
4. The processes are monitored with specific indicators? Are there performance objectives? If you can give some examples?
5. Have you ever compared the processes and the process results, with those of other similar organizations? If so, which organizations? What elements considered? How did you use data obtained from the comparison? If not, why?
6. For the introduction of innovations for new services or for the implementation of specific projects you have involved people, students or other relevant stakeholders? If you can give some examples? If not, why?
7. There are internal obstacles and / or external, who are opposed to innovation and change management? If so, how did you overcome them? If not, why?
8. How many times per week do you collect trash from the containers? Could you give us a schedule?
9. Were there any complaints from citizens?

5. Technical requirements

1. Do the containers have a maximum weight?
2. How the containers powered?
3. …