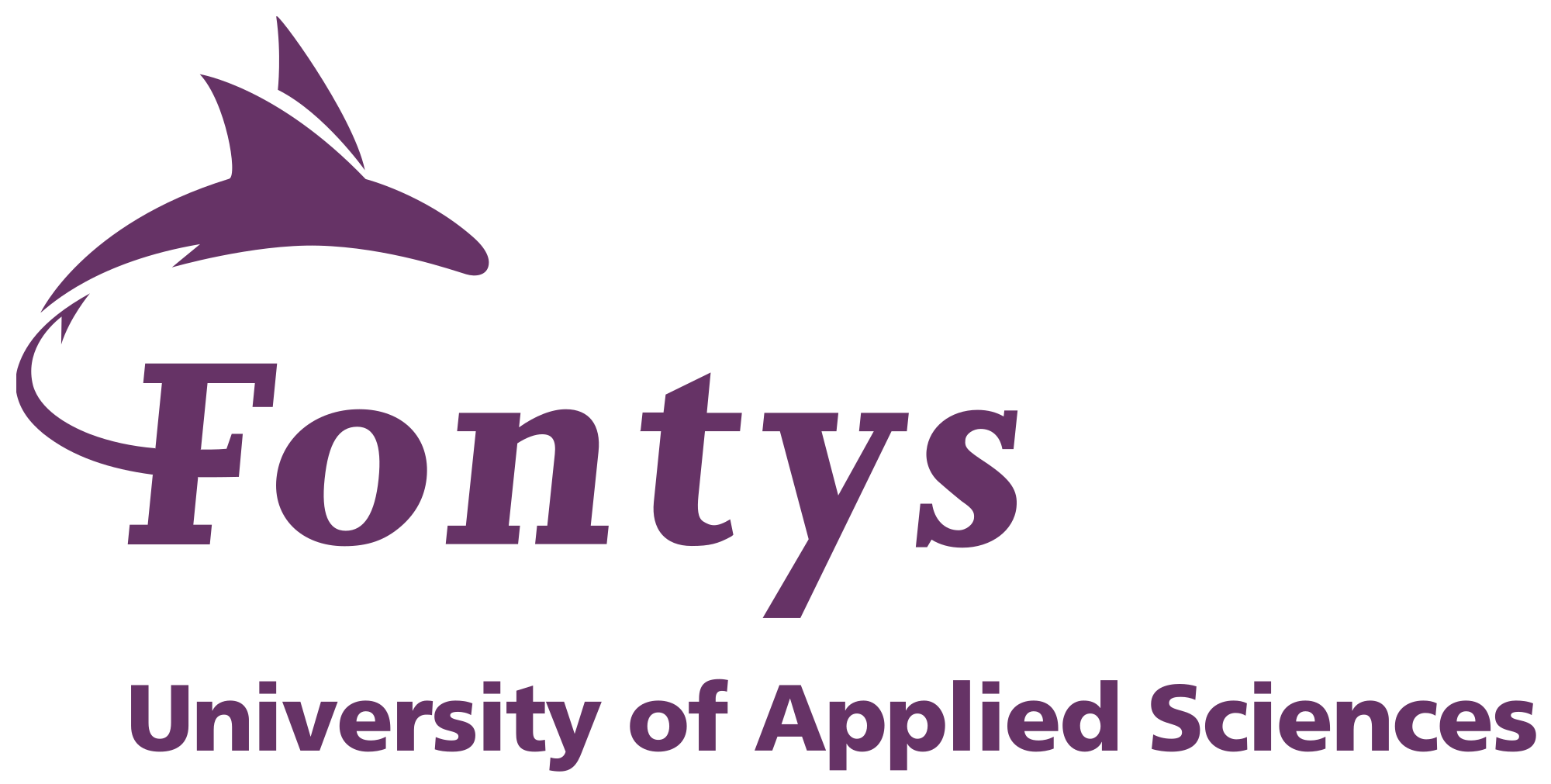
Interview to Venlo government

**Interview date**: 17.03.2017

**Interviewer**: Herm Lecluse, Simone Francesconi

**Interviewed**: Leo Jacobs

**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. Are the environment department’s vision and mission defined? Are other parties involved? If so, who and how were they involved in the definition of vision and mission (other staff personnel, stakeholders, employees)?
2. Throughout time, have the vision and mission 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 the management responsibilities, duties and staffs skill are clearly defined? Could you describe it?
5. Are you willing to consider feedback? How to collect and consider the proposed constructive feedback from others? Can it provide some examples? If not, why?
6. Have you adopted a 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 was it activated and when is the information updated? If not, why?
3. Are the strategic and operational objectives 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. Are there procedures to track requests and needs for change, from inside and outside? If so, how? If not, why?
6. Does the local government (environment department) identify opportunities for change, schedule the implementation and determine the objectives (outcomes and impacts) they 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? Has the method used have good results? If not, why?
2. Do you think you are open to ideas, suggestions and complaints citizens have provided? Are there appropriate mechanisms to collect them 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. Is there a structured process for managing, storing and rating collected information? If so, how is it structured? If not, how is the exchange and sharing of information managed?
7. How do you manage to ensure that all stakeholders receive or 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? Are they effectively applied? If so, how? If not, why?

4. Change management and processes

1. Have key processes been identified in the Garbage collecting system? How many and what are they? Is there a "process map"? If not, why?
2. Have those responsible for the processes been identified? How and why?
3. Was the staff involved in the process definition? If so, how? If not, why?
4. Are the processes 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 cities? If so, which cities? What elements are considered? How do you use data obtained from the comparison? If not, why?
6. Have you involved people, students or other relevant stakeholders for the introduction of innovations for new services or for the implementation of specific projects? Can give some examples? If not, why?
7. Are there 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 already? If so how many?

5. Technical requirements

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

3. Can we access the power?

4. What are the container dimensions?

5. Are the containers connected to a network already? If so how?

6. Are the containers waterproof?