



Change² - City of Mannheim: Achieving more together:
EPSA2011261
Submitted by City of Mannheim



Strengths of Project (I)



- Shifting orientation from mere legal compliance to actual outcomes and performance targets is seen as a major **innovation** in public management.
- Integrated view on resources and outputs/outcomes, together with the cooperation between politics and administration.
- The aspects of **participation** and the inclusion of the employees show the high innovation. Quarterly surveys of employees and "organizational climate" help to focus attention on issues of customer satisfaction and urgent austerity measures.



Strengths of Project (II)



- **Sustainability** is achieved using three methods: translating new standards and procedures in "bureaucratic standards" and a "lock-in" effect of public accountability, allocation of responsibilities and targets to line managers, open dialogue between colleagues and the Mayor. Strong integration into the communal management system ensures sustainability.
- The **impact** measurement is linked to a set of performance indicators to be reported on annual basis.
- **Transferability** is very high as several European cities need exactly this kind of management approach in order to govern the city and to save budget.

