



THE RESPONSIBILITY FOR DEFINING AND IMPLEMENTING CHANGE PROJECTS IS COVERED BY THE DISTRICT MANAGEMENT, THE LEVEL BETWEEN THE HEAD OFFICE AND THE REGIONAL - AND OPERATIONAL MANAGEMENT OF THE DUTCH PES.

PROMISING PES PRACTICE¹

The 'Domain Structure' for increasing ownership of change processes within the PES

Publication date: November 2018

THE NETHERLANDS

Effective customer services require an agile and customer-oriented approach. In order to achieve this, it is crucial to optimise ownership throughout the organisation and give much influence to the line organisation/operational level with respect to changes and prioritisation of changes. After all, the operational level has gained so much knowledge by working with jobseekers and employers on a daily basis.

Experiences from the past have shown, that there is only little acceptance and ownership of change projects and initiatives at the regional offices, if the Head Office is solely responsible for these changes.

In order to enhance ownership, prioritisation of changes and innovation within the organisation and to support a bottom up and business-oriented approach, the "Domain Structure" has been introduced in the Dutch PES. The business-oriented approach where the operational level has the role of a principal is a very important change compared to the former situation where improvements of service delivery were often frustrated by the restrictions, for example, on the level of ICT (releases).

In the future situation the 'Portfolio Holder Group' which is represented by all districts and therefore ensures national coverage – will be in the lead to suggest and prioritise improvements and IT will follow. Thus, this 'Portfolio Holder Group' is the real 'heart' of the domain. Ownership is stimulated by giving the participants a decision-making mandate and responsibility to share good practices, identify bottlenecks and ensure coordination with the grassroots within their respective districts.

Name of the PES	Dutch PES (UWV WERKbedrijf)
Scope of measure	National level In order to make full use of creativity and innovation potential at the regional levels, responsibility and ownership was delegated to the district managers. Each of them covers a specific thematic area and some of them cover a so-called 'domain' which has an integral character - and is responsible for change management related to this domain.
When was the practice implemented?	The 'Domain Holder' function was introduced in June 2017. The 'Domain Holder' structure should be regarded as a grow model. Prior to this structure there was a similar structure based on national responsibility for specific themes. The 'Domain Structure' however has a more integral character and domain holders have a far-reaching mandate.
What was the driver for introducing the practice? Was it internal or external?	The driver for introducing the 'Domain Structure' was the organisation's vision that Change Management and Innovation require involvement and ownership from the regional level (districts), also to ensure bottom-up processes. The domain holders can bring together strategic goals and operational/expertise. This development was parallel with a transition regarding information provision and agile IT solutions as a support structure for effective service delivery.
Which organisation was involved in its implementation?	Dutch PES' Head Office, and regional offices falling under various districts.
Which groups were targeted by the practice?	All organisational and regional levels of the Dutch PES.

¹ Practices referring to promising changes/reforms/approaches.

What were the practice's main objectives?	<p>The practice's main objective are twofold:</p> <ul style="list-style-type: none"> ► Make full use of innovation and change potential in the Dutch PES and increase ownership for change processes. ► Influence the operational level on change, and prioritisation of change, including corresponding IT solutions (agile, time to market).
What activities were carried out?	<p>The 'Domain Structure' was introduced with increased responsibilities of district managers for selected thematic areas of change as well as the compositions of the relating "Portfolio Holder Groups". District managers who are responsible for one thematic domain will therefore act as a 'Domain Holder' covering one or various specific thematic issues. Their responsibility also includes the rolling-out/implementation of change processes throughout the country.</p> <p>The 'Portfolio Holder Group', composed of operational managers of all districts, plays an important advisory role of senior and top management in the Head Office with respect to the definition and prioritisation of change topics.</p>
What resources and other relevant organisational aspects were involved?	The project was organised by the Dutch PES, integrating all organisational and regional levels.
What were the source(s) of funding?	Costs are covered by the Dutch PES budget.
What were the outputs of the practice: people reached and products?	Yearly delivery of Domain Plans related to the Annual Plan of the Dutch PES.
What outcomes have been identified?	<p>So far, the following outcomes have been realised:</p> <ul style="list-style-type: none"> ► Prioritisation and implementation of changes in service delivery, for instance, IT releases etc.; ► Influence of operational level became visible; and ► More mutual understanding between Head Office (frameworks) and line management (operational expertise).
What are the lessons learnt and success factors?	<p>The 'Domain Structure' is relatively new. It takes time to get accustomed to far reaching mandates. The structure needs to be evaluated at a regular basis. However, the following success factors can be mentioned:</p> <ul style="list-style-type: none"> ► Trust that the operational level is able to initiate change; ► Introduction of a solid support structure ('Domain Structure'); and ► Cooperation on all levels and belief that this contributes to effective service delivery.



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