Heads and tails: both sides of the coin: an analysis of hybrid organizations in the Dutch waste management sector
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Appendix 3: Sources Case Studies

**TOM**

*Interviews*
- February 9, 2006: Interview with financial director (*‘financieel directeur’*)
- February 9, 2006: Interview with director of operations (*‘directeur operations’*)
- February 13, 2006: Interview with manager sales & logistics (*‘manager sales en logistiek’*)
- February 13, 2006: Interview with head marketing & communications (*‘hoofd marketing & communicatie’*)
- February 21, 2006: Interview with head accounting (*‘hoofd financieel beheer’*)
- February 22, 2006: Interviews with secretary works council (*‘secretaris OR’*)
- February 22, 2006: Interview with financial controller
- March 23, 2006: Interview with chairman of works council (*‘voorzitter OR’*)
- March 30, 2006: Interview with member of administrative service (*‘adviseur dienst Bestuursondersteuning’*)
- April 4, 2006: Interview with two of TOM’s municipal customers
- April 6, 2006: Interview with director of commercial waste management company who also was partner of the covenant
- April 24, 2006: Interview with managing director (*‘algemeen directeur’*)
- April 25, 2006: Interview with marketing director (*‘commercieel directeur’*)
- April 28, 2006: Interview with management consultant frequently engaged by TOM
- May 31, 2006: Group discussion with managing director, quality controller and advisor to the director which both my supervisors attended as well

*Written Sources*
- Written answers to questions posed by me at the beginning of my case study by a consultant to TOM’s director
- Annual reports 1997 – 2005
- Reports on TOM’s strategic position within the municipal organization
- Strategic plan 2002 – 2006
- Decision of the city council to build a new incineration plant
- Implementation and communication plans for cultural transformation programs
- Code of Good Conduct
- Results of stakeholders’ survey
- Presentation about organization held by managing director at a network meeting
- Survey in which the organization’s culture was measured
- Information brochure about new waste incineration plant
- Website

Meetings
- February 16, 2006: attended company-wide team meeting (‘bedrijfsbreed teamoverleg’)
- March 7, 2006: attended works council meeting
DICK

Interviews
- July 11, 2006: Interview with managing director (‘algemeen directeur’)
- August 3, 2006: Interview with advisor to the director (‘directiesecretaris’)
- August 8, 2006: Interview with manager waste management (‘manager afvalbeheer’)
- August 8, 2006: Interview with communications advisor (‘communicatieadviseur’)
- August 9, 2006: Interview with financial controller
- August 10, 2006: Interview with chairman of supervisory council (‘voorzitter Raad van Commissarissen’)
- August 15, 2006: Interview with financial manager (‘manager financiën en beheer’)
- August 15, 2006: Interview with chairman of works council (‘voorzitter OR’)
- August 21, 2006: Interview with the representative at shareholders’ meeting of second largest municipality holding shares in the organization
- August 23, 2006: Interview with vice-chairman of supervisory board (‘vice-voorzitter Raad van Commissarissen’)
- August 24, 2006: Interview with HR manager (‘manager personeel en organisatie’)
- August 28, 2006: Interview with member of supervisory council (‘lid Raad van Commissarissen’)
- August 30, 2006: Interview with manager infrastructure maintenance (‘manager Infrabeheer’)
- September 6, 2006: Interview with member of supervisory council (‘lid Raad van Commissarissen’)
- September 7, 2006: Group discussion with five operational employees
- October 10, 2006: Interview with management consultant who aided DICK’s management in the cultural transformation process

Written sources
- Proposal for developing new legal form for the organization
- Proposal for new legal form for discussion in municipal councils
- Correspondence about new legal form
- Statutes
- Documents for and minutes of meetings of supervisory council since 2003
- Documents for and minutes of annual shareholders’ meetings since 2003
- Strategic plan 2005 – 2009
- Memo cultural transformation project
- Service contract concerning infrastructure maintenance
- Website

Meetings
- June 20, 2006: Annual shareholders’ meeting
- September 22, 2006: Meeting of supervisory board
*HARRY*

*Interviews*

- July 3, 2007: Interview with managing director
- July 3, 2007: Interview with financial manager
- July 3, 2007: Interview with chairman of trade union for labourers
- July 4, 2007: Interview with head operations
- July 4, 2007: Interview with HR manager
- July 4, 2007: Interview with marketing manager
- July 4, 2007: Interview with manager customer service & quality control
- July 5, 2007: Interview with manager planning department
- July 5, 2007: Interview with manager waste collection (‘manager inzameling’)
- July 5, 2007: Interview with advisor financial department of island area
- July 6, 2007: Interview with member supervisory council on behalf of trade union of clerks
- July 6, 2007: Interview with member of supervisory council on behalf of employers association

Interviews with the mayor (‘gezaghebber’) and the chairman of the supervisory council (who also was the island area’s representative for health) were planned but were both cancelled the day before they should have taken place. The ‘gezaghebber’ decided that she had no time to speak to me after all. The new chairman of the supervisory council decided not to talk to me because he had been appointed to the organization only several weeks before my visit and had not yet been able to sufficiently familiarise himself with the organization.

*Written sources*

- Annual report 2005
- Strategic plan 2007 – 2010
- Statutes
- Strategic plan with regards to human relations
- Management report 4th quarter of 2006
- Documents for and minutes of meetings of supervisory council
- Documents about autonomization 1986 – 1996
- Collective work agreement
- Various newspaper articles detailing the affair about HARRY’s new deputy director
- Website

**Meetings**

There were unfortunately no meetings scheduled during my time at HARRY.