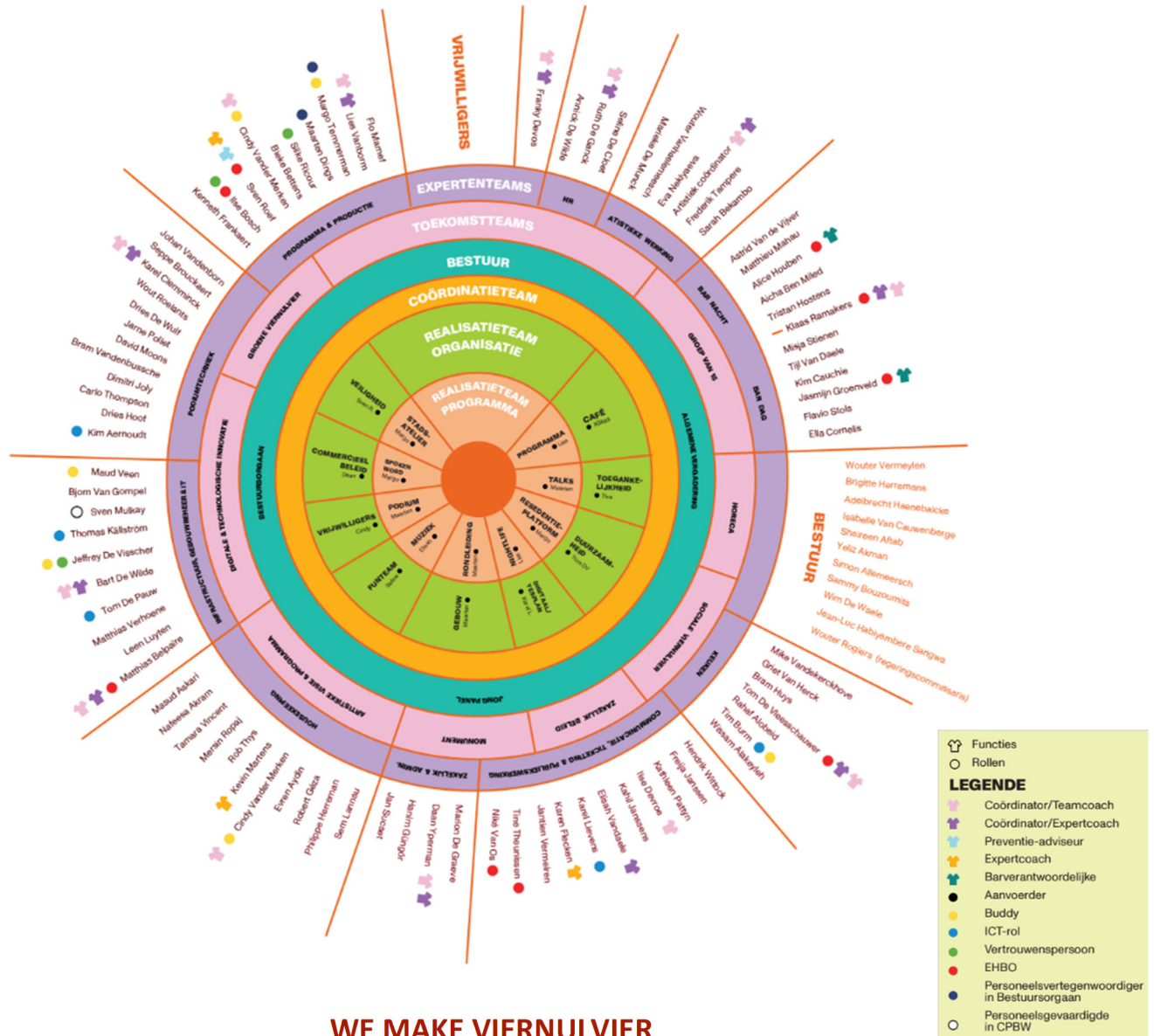


viernulvier

March 2025



WE MAKE VIERNULVIER

- ★ we realise shared plans and objectives
- ★ we use our own initiative
- ★ THE DOERS DECIDE: those doing the task have the most say in how it's done
- ★ everyone contributes to the success of VIERNULVIER – only spectating and criticising is unacceptable
- ★ everyone reports to just one immediate supervisor
- ★ we come up with new ways to collaborate that are as horizontal as possible
- ★ we embrace opportunities to utilise all our skills, including those not directly relevant to our expert roles
- ★ open communication is the motor that drives us forward

TEAMS

WORKING (TOGETHER) AT VIERNULVIER STARTS WITH YOUR PERSONAL ENGAGEMENT. HERE, WORK IS DIVIDED INTO EXPERT TEAMS, REALISATION TEAMS, FUTURE TEAMS, THE COORDINATION TEAM, THE CIRK, AND THE GROUP OF 15.

- **EXPERT TEAM:** Everyone at VIERNULVIER is a member of one of the following expert teams: café (day and evening), administration, HR, production & space rental, artistic activities, communication / public engagement & ticket desk, kitchen, housekeeping, infrastructure & IT, building management, stage technicians & venue managers.
The team you're on relates to your core task, i.e. the one you were hired to do at VIERNULVIER. Within your expert team, you come to agreements regarding planning, who will follow up which realisation team and future team, new developments in your area of expertise, and so on. The expert teams make decisions with VIERNULVIER's [policy-plan 2023-2027](#) in mind and develop policies and strategies within their particular area of expertise.
It is the responsibility of the expert teams to consult or inform experts from other teams as appropriate to ensure qualitative, mutually supported decisions. This ensures that all the relevant teams are properly informed as the process unfolds, before decisions arrive on the agenda of the coordination team.

If an expert team develops action points that stand to have a major impact on the organisation, these must be reviewed by the coordination team before implementation. It is not up to the coordination team to approve decisions made by the expert teams. Rather, it works based on the principle of consent: a decision made by the teams goes forward provided none of the members of the coordination team submits a substantiated objection. As long as the expert teams keep the relevant colleagues involved and informed in a timely manner, such objections are less likely to occur.

In addition to your **expert role**, you may also assume a role on:

- **REALISATION TEAMS:** We work together in multidisciplinary realisation teams, because we find that a great deal of the work that goes on at VIERNULVIER requires expertise from different expert teams. We strive to make **realistic plans**, to **tackle challenges together** and to arrive at **broadly supported decisions**. Realisation teams can be temporary or permanent. The realisation teams are determined by the coordination team.

Temporary realisation teams collaborate on a defined project or event (e.g. a festival). The **permanent realisation teams** discuss how we should proceed with our day-to-day activities (what we do and how we do it). Permanent realisation teams also work on policy and strategy within their particular area of activity.

There are nine realisation teams with a focus on our programme: talks, residency platform, nightlife, tours, music, performing arts, spoken word, stadsatelier (city atelier) and programme. There are nine realisation teams with a focus on our organisation: café, accessibility, sustainability, digital & Yesplan, building, fun team, volunteers, commercial policy and safety.

The realisation teams' remit includes all decisions that promote the qualitative execution of a project, event or aspect of our day-to-day operations, with the exception of items that impact a large part of the organisation in terms of personnel, finances, shared tools and programme direction. The latter decisions should be submitted to the coordination team.

Realisation teams consist of a core group alongside other colleagues who become involved as needed during certain phases of a project's realisation. Each expert team evaluates who is best placed to participate in a realisation team. The roles in a realisation team are non-hierarchical: the team leader aside, everyone in the realisation team has an equal say. Realisation team members

also have the duty to inform their expert-team colleagues about any activities and decisions taking place within the realisation team.

The team leader collects remarks and questions and ensures that these are discussed by the permanent realisation teams.

Being part of a realisation team entails much more than just attending meetings. It's a collaboration between different experts, who do need to hold meetings, of course, but these meetings can be short, ad hoc, online or via chat and shared Google Docs.

If a realisation team develops action points that stand to have a major impact on the organisation, these must be reviewed by the coordination team before implementation. It is not up to the coordination team to approve the decisions made by the realisation team. Rather, it works based on the principle of consent: a decision made by one of the teams goes forward provided there are no substantiated objections from the coordination team. As long as the realisation teams keep the relevant colleagues involved and informed in a timely manner, such objections are less likely to occur.

- **FUTURE TEAMS:** Where does VIERNULVIER intend to be in the next four to ten years with respect to the city and the wider world? That's for our seven future teams to map out. Employees with the appropriate knowledge and enthusiasm are invited to participate in the Future Teams programme as part of the teams: café & catering, social VIERNULVIER, financial policy, monument, artistic vision & programme, green VIERNULVIER and digital innovation. External colleagues can also be part of these teams. The team leader aside, everyone in a future team has equal say. Future teams are not permanently active. They provided essential input for the [policy-plan 2023-2027](#). In mid-2025, the future teams will be activated for our next policy plan.
- **The GROUP OF 15** is a special, temporary future team. We assemble a Group of 15 when a complex problem arises that stands to have a major impact on our activities and thus requires a broad-based solution. The group is assembled based on a proposal made (during the CIRK) by staff members, the coordination team or the Board and is formally authorised by the Board. A Group of 15 has around 15 members (because this number is representative for the organisation as a whole) and consists of a delegation from the team and the management (Board, Young Panel and possibly members from the General Meeting). Members of a Group of 15 are recruited by a call to all staff and board members. If the number of candidates is impractically large, the group is assembled by the candidates themselves at the first meeting. The guiding principle being to attain a balanced composition (in terms of staff vs board, competences, gender, age). The group's composition is communicated to the organisation. The Group of 15 formulates a proposal that is presented to the CIRK, the coordination team and the Board. Their mandate ends when the complex problem has been resolved, as authorised by the CIRK, the coordination team and the Board. A new Group of 15 is assembled whenever the next complex problem arises. You can consult past and ongoing Groups of 15 in [this](#) register.
- **The COORDINATION TEAM** is a team that meets weekly on Tuesday mornings (09:15–10:45) for discussion, information sharing and decision-making. It safeguards the continuity of VIERNULVIER's activities and can take any actions and make any decisions relating to the management of the organisation. The coordination team deals with any action points that stand to have an impact on a large part of the organisation in terms of staff, finances and programme direction, or action points that require broad support from everyone working at VIERNULVIER. In addition to overseeing the day-to-day management of the organisation, the coordination team is also concerned with policy (what direction do we want to go in?) and strategy (the roadmap

toward realising that policy). Time is put aside each month for meetings. In this way, the coordination team prepares strategic decisions for the Board.

Twice a year, the coordination team evaluates and refines the internal organisational structure of VIERNULVIER, with the additional involvement of a number of interested parties from the staff. This may lead to modifications being made to the organisational model.

The coordinators of an expert team are fixed members of the coordination team. The general coordinator is their team coach. If the coordinator cannot be present, they are replaced by a colleague from the same expert team.

All permanent staff at VIERNULVIER can submit items to the agenda, via marion@viernulvier.gent, and then come and explain them. Don't hesitate to join if a matter is being discussed that you are involved in or would like to be involved in. The agenda and the coordination team's reports can be consulted by all permanent staff members at VIERNULVIER. You should receive them in your inbox on a weekly basis.

- **The CIRK** is a three-weekly info session on Mondays (13:00–14:00) concerning all aspects of VIERNULVIER's activities. It's an opportunity for everyone working at VIERNULVIER to keep each other in the loop. Anyone can submit items to be added to the agenda (contact franky@viernulvier.gent) or ask questions about the goings-on at VIERNULVIER. Those who can't attend can watch the video of the CIRK on VIERNULVIER's YouTube channel or request the link from techniek@viernulvier.gent. No reports are made of CIRK meetings. We rely on maximum attendance and people checking the recording when they can't attend. Everything shared at the CIRK is 'compulsory learning' in the sense that we assume everyone is up to speed on what was discussed there.
- Efficiency is good, but time and space need to be set aside to have broader and more in-depth exchanges. There are some challenges we face that can't be solved through discussion by realisation teams, the coordination team or the CIRK. Some issues require more time, a less structured agenda, different people around the table. That's why we came up with **strategic tables**. These are moments for reflection and exchange regarding a predetermined and clearly defined topic. These discussions are intended to provide input for the everyday professional practice of everyone involved; they deepen our knowledge and vision. Strategic tables question the position of VIERNULVIER, ensuring that we reach a shared standpoint as an organisation and also act in accordance with it. Strategic tables are normally established by the coordination team. They can also be set up on the request of employees who are not part of the coordination team. Strategic tables can be one-off, temporary or permanent. The number of participants is limited so that an active debate arises in which everyone can have their say. Who is invited to join strategic tables? Generally those who would benefit in their role from acquiring knowledge on the topic in question, or who can make significant contributions on the topic. Each discussion is summarised and fed back to the coordination team and the CIRK on a regular basis. A strategic table is not a decision-making platform; it is a place for knowledge sharing, debate and determining positions. If a strategic table results in points to be decided on, then these decisions are made through the proper channels: the CIRK, coordination team, Board or General Meeting. External parties may of course be invited to participate in a table. The strategic table for the arts was the first to be set up. This is a permanent table with regular discussions on our position within the Ghent, Flemish and international arts field, where we seek out a shared vision on matters of cultural policy.

An overview of the strategic tables can be found [here](#).

ROLES

YOUR JOB AT VIERNULVIER COMPRISES ONE OR MORE ROLES.

- **EXPERT ROLE:** This is your core role at VIERNULVIER. It is centred on the expertise for which you were hired.

You can take on further roles within, or in addition to, your expert role. This is not a must; those excelling in only their expert role are still considered excellent VIERNULVIER team members. It is encouraged to take on additional roles, though: making use of a broad range of your abilities boosts motivation.

VIERNULVIER also offers training to help you grow in your extra role(s). Discuss your commitments at VIERNULVIER with your coordinator. After all, taking on an extra role may impact not only your own workload but that of your immediate colleagues too.

- **REALISATION TEAM LEADER:** You combine all the necessary expertise to organise a project, monitor timing and progress, and take care of internal communication. You oversee feasibility, final result and financial monitoring.

To lead a realisation team is to assume an organisatory and coaching role that authorises you to hold your colleagues accountable in their duties. This may become a rotating position, but we're not there yet. For now, those assuming the role are linked to the relevant expertise.

- **FUTURE TEAM LEADER:** You guide a future team, relying not only on the in-house knowledge and expertise of VIERNULVIER but also involving artists, academics, business owners and active citizens, among others, who, with their knowledge and engagement, help to shape VIERNULVIER's plans for the future. This role entails guiding the direction of the team, organising and coaching, giving you authority to hold your colleagues accountable for their duties. A future team leader is appointed by the coordination team and assumes the role until the future plan has been approved by the Board.

- **COORDINATOR / TEAM COACH:** As a coordinator, you guide an expert team. As a team coach, you ensure that the group arrives at a solution in line with the values of VIERNULVIER. You guide teams in improving their collaboration, communication and performance. You help to set clear objectives, to resolve conflicts, to promote a working environment characterised by generosity and to develop skills. You ensure that responsibilities are shared and a culture of open feedback is maintained. You devise training plans and organise evaluations. This is a coaching, organising, expert and hierarchical role.

Of course, the coordinator / team coach should have expertise within the domain that the team is active in.

- **COORDINATOR / EXPERT COACH:** As a coordinator, you guide an expert team. As an expert coach, you coach your colleagues in their area of expertise and challenge them, helping to find solutions to expert-level issues and providing practical guidance. You safeguard the quality of the work delivered by your team, collect facts and figures, and share your expertise outside of VIERNULVIER.

A coordinator can be both a team coach and an expert coach, but these roles can also be split between two people. In that case, the hierarchical role belongs to the coordinator / team coach. You become a coordinator at VIERNULVIER following an external selection process that is supervised by the Board (HR committee).

- **EXPERT COACH:** Some colleagues have the role of expert coach without being the leader of the team in question. As an expert coach, you coach your colleagues in their area of expertise and challenge them, helping to find solutions to expert-level issues and providing practical guidance. You safeguard the quality of the work that is delivered, collect facts and figures, and share your expertise outside of VIERNULVIER.

- **BUDDY:** You ensure new colleagues receive a warm welcome and introduction. You are their point of contact for a smooth onboarding. To fill this role, we occasionally put out an open call among permanent VIERNULVIER employees.
- **ICT ROLE:** You are the first-line contact in the event of problems related to computers, printers, telephony, Drive, Yesplan, Business Central and our website. Interested in this role? Contact tom.depauw@viernulvier.gent
- **HEALTH & SAFETY ADVISOR:** You guarantee the safety of performers, artists, colleagues and visitors by identifying risks, advising on precautionary measures and helping to maintain compliance with the legislation surrounding welfare in the workplace. You develop prevention plans, carry out checks and offer support in the event of incidents or work accidents. To this end, you regularly attend training courses on prevention, first aid, evacuation, and so on. You pass on this knowledge to new employees and organise refresher sessions for colleagues whose job puts them in contact with our audiences.
- **FIRST AID:** you have in-depth training in first aid and are the first to be called in emergencies. Interested? sven.roef@viernulvier.gent
- **CONFIDENTIAL ADVISOR:** When employees have questions or concerns relating to inappropriate behaviour or matters of integrity, they can turn to our internal confidential advisor: a neutral colleague who acts autonomously. Note that VIERNULVIER also works with an external confidential advisor. Your coordinator or your colleagues in HR can put you in touch with her.
- **STAFF REPRESENTATIVES ON THE BOARD:** You follow the meetings of the Board and the General Meeting and are able to submit points from the team. You report in the CIRK on the activities of the Board and the General Meeting. Staff representatives cannot vote on the Board or in General Meetings. They are appointed for a term of two years and elected by all VIERNULVIER employees.
- **UNION REPRESENTATIVE IN THE CPBW:** You represent the employees of VIERNULVIER within the Committee for Prevention and Protection at Work. This committee meets every six weeks and is concerned with the safety and health of employees, overseeing the welfare policy of VIERNULVIER. Union representatives are elected every four years in social elections.

**MORE INFO ABOUT WORKING WELL AS A TEAM AT VIERNULVIER?
@YOUR COORDINATOR
@RUTH
@FRANKY**

March 2025