



THE TALENT AND ORGANISATIONAL DEVELOPMENT TRAINING COURSE IS DELIVERED TO MANAGERS AT THE DISTRICT PES, UWV DISTRICT NOORD, TO ENHANCE THEIR ABILITY IN TALENT MANAGEMENT.

## Talent and Organisational Development Training Course

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The Dutch district Noord PES recognised the need for its managers to pay continuous attention to the professionalisation and development of talent. Talent development helps to re-balance an over-emphasis on operational results/tangible performance towards a strategic perspective on people and their talents. To meet these challenges the Dutch district Noord PES commissioned a bespoke Talent and Organisational Development training course for its managers.

So far, the Talent and Organisational Development training course has taken place twice. It is due to be delivered again for a third and final time commencing in November 2018. The training course, despite being voluntary, has been fully subscribed. Participant feedback is very positive, and as a result of attending the course participants have strengthened their own competence and leadership profile.

### THE NETHERLANDS

Name of the PES

Uitvoeringsinstituut Werknemersverzekeringen (UWV) (Employee Insurance Agency) - district Noord

Scope of measure

Regional, short-term measure

When was the practice implemented?

Since 2017. It is due to end in 2019.

What was the driver for introducing the practice?  
Was it internal or external?

The Dutch district Noord PES recognised the need for PES managers to pay continuous attention to the professionalisation and development of talent. The idea is that well-educated, versatile and self-expanding PES employees, help the PES to offer excellent services and the quality that customers demand.

This is important in the context of changing competency requirements at the Dutch PES, low mobility among employees, the limitations of standard performance appraisals, and the need for leadership to motivate employees. Also, internal Dutch PES research has shown that employees generally desire more control over their development, but day-to-day demands of work can be a barrier to this, and employees can lose sight of broader career possibilities.

Talent development helps to link organisational imperatives with longer-term thinking about the personal growth and development of PES staff. For example, a key issue is the tendency for Dutch PES managers to focus too much on competencies that are needed now instead of in the future, and have often refused to cooperate with other divisions for the benefit of talent management (silo thinking).

Which organisation was involved in its implementation?

- ▶ The district Noord PES commissioned the Talent and Organisational Development training course for its managers. The Dutch district Noord PES is one of the eleven districts of the Dutch PES.
- ▶ AOG School of Management, linked to the University of Groningen, designed (in collaboration with the Dutch district Noord PES) and delivers the training course. The course is based on a pre-existing academic course at AOG and was adapted for the specific needs of the Dutch district Noord PES. The school was selected by the PES because of their reputation as one of the leading Business Schools in the Netherlands and the possibility to continue academic studies within AOG. In the long term there is also potential to study for the Masters of Business Administration (MBA) programme of the school. AOG specialises in delivering academic courses to working adults and bridging the gap between state-of-the-art theory and everyday practice.

Which groups were targeted by the practice?

All managers at the district Noord PES.

<p>What were the practice's main objectives?</p>	<p>The Talent and Organisational Development training course is being delivered to managers at the district PES, district Noord, to enhance their ability in talent management, so that staff at that district PES can achieve personal career growth and development, and so that strategic goals at that PES can be achieved.</p>
<p>What activities were carried out?</p>	<p>The course covers six areas:</p> <ol style="list-style-type: none"> <li>1. Organisation, Culture and Identity (reflection on the mission, strategy and objectives of UWV);</li> <li>2. Talent (looking at different perspectives on talent and how to strengthen it);</li> <li>3. Individual perspective (how managers can identify their own strengths and build a reference framework for talent development);</li> <li>4. Organisational dynamics, teams and social capital;</li> <li>5. Leadership (how to create space as a leader for talent and organisation development);</li> <li>6. Innovation and Organisation (how to manage organisational dynamics).</li> </ol> <p>There are six modules in total (each delivered in a day, except one module that is taught over two days). Three modules are delivered over five half-days (two days and one evening) and three modules are delivered over two half-days. There is one module delivered per month. Participants travel to AOG for the course. The course requires several hours per week of home study.</p> <p>The course is voluntary and has been offered to all managers at UWV district Noord, across all sections and teams.</p> <p>The teaching method used is modular, interdisciplinary and interactive in nature. The course consists of knowledge lectures, dialogue sessions, work assignments, experience components and interactive sessions. The course gives a grounding in theoretical knowledge, but this is linked to real world practice and practical application at work. The sessions combine knowledge with personal and collective insights. The educators are well-regarded and experienced tutors with both academic and practice-oriented knowledge. The process is supervised by a core teacher who works closely with the AOG course managers.</p> <p>There is an individual assessment at the end that consists of a project presentation. The individual's project is then intended to be integrated into their everyday work.</p>
<p>What resources and other relevant organisational aspects were involved?</p>	<p>The course costs EUR 3 500 per participant.</p> <p>At the district Noord PES, it is part of one staff member's role to coordinate the course (including the recruitment of participants and oversight). This staff member also worked to design the course with AOG and undertook considerable effort to build a justification and rationale for the course to present to high-level management.</p>
<p>What were the source(s) of funding?</p>	<p>Dutch district Noord PES budget</p>
<p>What were the outputs of the practice: people reached and products?</p>	<p>So far the course has taken place twice. It is to be delivered a third and final time commencing November 2018.</p> <p>The course has been fully subscribed so far, demonstrating high demand. To date, a total of 38 participants have completed the course, and there will be 21 participants in the third course to begin in November 2018. There are a total of 90 managers at the Dutch district Noord PES.</p> <p>Participants completing the course receive a 'Talent and Organisational Development' certificate on behalf of AOG, which is affiliated with the University of Groningen.</p>
<p>What outcomes have been identified?</p>	<p>Participant feedback is very positive: they are satisfied with both the standing of the teachers and the level at which the content has been set – while sufficiently challenging, it is still accessible.</p> <p>Participants are provided with evidence of having completed the course in the form of a certificate. Participants have strengthened their own competence and leadership profile. In addition, this contributes to the further development of the Dutch district Noord PES. There are also opportunities for continued study.</p> <p>Anecdotal evidence suggests that day-to-day work practices have improved in the sense that managers have a broader perspective on talent management and are more inclusive of all Dutch district Noord PES employees in talent management.</p> <p>Participants greatly value the course and gain motivation and inspiration from it.</p>

## What are the lessons learnt and success factors?

Lessons learnt and success factors include the following:

- ▶ A good deal of effort is needed to build a justification for the course to present to high-level management at the PES in order to get agreement to run it. Also, approval for a course such as Talent and Organisational Development may take some time.
- ▶ The course benefitted from being specifically designed to meet the needs of the Dutch district Noord PES. The Dutch district Noord PES had good working relationships with the AOG School of Management in the design and development of the course. It is important that a course provider is responsive and adaptable to specific requirements.
- ▶ The mode of course delivery, emphasising interaction, participant contribution, and practical application of knowledge served to enthuse participants and effectively engage them in learning.
- ▶ It was important that staff at different divisions within the Dutch district Noord PES had an opportunity to work together in the context of the course. This enabled networking and sharing while fostering an inclusive and cross-cutting approach to talent management.
- ▶ Demand for the course was high because of the excellent reputation of the AOG School of Management and the educators. The manager at the district Noord PES also worked to generate interest through the day-to-day conversations in the office.
- ▶ It was important that the final certificate had real meaning, and was attributed with formal qualification credit points, which could be used in subsequent courses.
- ▶ It has been a challenge for the participants to follow-up on the course in their work roles, and to effectively keep what they learned alive and tangible. The Dutch district Noord PES are looking to develop organisational solutions to address this.



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