



National Institute for Public Health
and the Environment
Ministry of Health, Welfare and Sport

RIVM *Academy*

Co-creation
Strategic Goals **Innovate**
Explore **Appreciation** *Action Learning Project*
Learn *Trusted Advisor* **Together**
Stimulate Behaviour **Develop**
Organisational Learning *Feedback*
Personal Development **Awareness**
Share Knowledge *Employees* *Experiment*

Introduction

RIVM is a trusted advisor to the government and provides the board and society with advice and interventions, both solicited and unsolicited, in their efforts to achieve a healthy population in a safe, healthy environment. Now and in the future.



The RIVM 2020 Road Map sets out the objectives for RIVM for 2020. It translates RIVM's core qualities into six strategic topics that together form the guiding principle for the future: position and reputation, connection with and effect on society, collaboration in networks and chains, innovation, international connection with a focus on Europe, management.

Point of departure

The point of departure for RIVM's vision regarding learning and development is that the RIVM strategy is carried by its employees and that their knowledge and skills are in line with the choices that RIVM makes in its strategy. For example, the values 'at the heart of society' and 'trusted advisor'. Being effective takes more



than just expertise. It is also necessary to be aware of one's environment and to make this knowledge and experience accessible to users. In order to be able to provide expert, reliable answers to societal questions, RIVM has to carefully weigh up what expertise should be built up or maintained and what desired behaviour is part of this.

RIVM Academy

Working at RIVM requires an extra something that you do not learn at college or university. You have to be 'near field and policy', as we call it. You learn how to do that from your day-to-day work, with and from your colleagues. This is the case, for example, for the role of 'trusted advisor'. A 'trusted advisor' is somebody who provides advice to the public and to politicians for their decision-making, who moves smoothly within the triangle policy-implementation-science and who is an essential part of RIVM's vision. This sums up RIVM's core values, which we use as a guideline in our work.

Flexibility, innovation and collaboration are and will remain of great importance for RIVM in a rapidly changing world that is becoming increasingly difficult to predict. These qualities require employees to be constantly capable of integrating new developments in their discipline into their work and to have the knowledge and skills that are in keeping with the choices made in RIVM's strategy and in society.

The RIVM Academy was founded in 2013 in order to support RIVM employees in this and to promote collective learning. It is an important tool that makes it possible to realise RIVM's objectives, both as individuals but also - and above all - together, and to continue to innovate as an organisation.



André van der Zande, Director General of RIVM, is the initiator behind the RIVM Academy: 'I believe that it is important that we involve as many employees, managers and senior managers at RIVM as possible in the Academy, including in the design, organisation and execution of the learning and development activities. Thus, the management is involved in the implementation of the various projects and acts as a counsellor for the work groups.'

Achievements

The Academy was founded in order to develop, share and safeguard RIVM-specific knowledge and skills in relation to the six strategic topics. There are learning pathways for various target groups, for example for advisors, experts, laboratory employees and managers. In addition to the more content-based basic and in-depth modules the so-called Action Learning Projects take centre stage. In these modules employees from one or more target groups explore together, across the organisation, what the RIVM 2020 Road Map means for them, and how each of them can give meaning to this from their own position in the chain.

In addition, the Academy provides employees with an opportunity to build on (knowledge) networks and to look beyond the boundaries of their own discipline. This also gives a major boost to the further strengthening of the skills of T-shaped professionals at RIVM, enabling them to look beyond the boundaries of their own discipline and to make connections. Key words are: explore, innovate, improve, implement, share knowledge, learn and together.

‘The RIVM Academy helps to build bridges between RIVM and society, and within RIVM between the primary process and management. This greatly helps us to operate and learn as one organisation, as a result of which RIVM has greater impact from its position at the heart of society.’

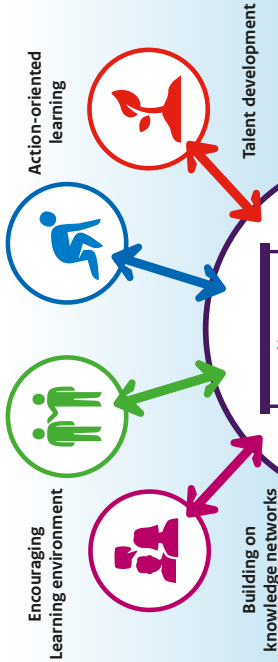
Arjen Groothedde, dean Action Learning Project Trusted Advisor



RIVM ACADEMY

The RIVM Academy helps to further develop, share and safeguard RIVM's unique knowledge and skills in order to be prepared for the future. The Academy acts as a tool for organisational development that helps people to realise the RIVM objectives and to continue to innovate, both as individuals and above all as a team.

RIVM 2020 ROAD MAP



Position and reputation

RIVM is positioned at the heart of society. As a trusted advisor we help our clients and partners to come up with solutions to societal issues.



Connection with and effect on society

Other parties in addition to governmental organisations make use of our knowledge and skills. We together ensure optimum use of our knowledge and skills.



Collaboration in networks and chains

The various parts of RIVM work together with each other and with external parties. RIVM employees collaborate with other parties in various roles, such as directors, principals and co-creators.



Innovation

With creativity and daring we ensure that we are ready for the world of tomorrow. We do this by making the best possible use of the freedom to experiment and to act in a targeted manner.



International connection with the focus on Europe

Our ambition is to be a competitive, entrepreneurial, sensitive, valued, top-class European institute.



Management

A primary process that prepares for the future needs support from a powerful management and an inspirational working environment.

Facts and figures

Number of RIVM employees: 2,000

- Number of FTEs: 1,700
- Number of learning activities: 32
- Number of learning activities attended: 2,466

In three years more than half of the 2,000 RIVM employees participated in one or more learning pathways at the RIVM Academy.

There are five learning pathways:

- General knowledge and skills
- Lab employee of the future
- Leadership development
- Management essentials
- Trusted Advisor

'The likelihood of the peer review exercise proving fruitful to RIVM is heightened by their staff's highly receptive spirit, strong desire to serve the Dutch people well, and broad-mindedness about change. Learning opportunities, however, abound in the working world, every hour of every day.'

**Professor Anthony Kessel,
Public Health England**

'It was great to get to know and learn from people working in parts of the organisation that I am not familiar with on projects unrelated to my own work but running into similar problems.'

**Nynke Rots, Action Learning
Project Trusted Advisor**

'The Action Learning Project gives me the opportunity to broaden my horizon within RIVM. Both personally and professionally.'

**Ankje de Vries, Action Learning Project
Lab employee**

Results so far

Evaluations show that there is increasing awareness at all levels and that RIVM employees better understand the relationship between the strategic objectives of the organisation and their own work.

Employees experience the RIVM-wide sharing of knowledge and experience outside their regular roles as instructive and inspiring. They perceive the broadening of the network as enriching. This is also true of collaboration in subgroups on a group task during the project.



The extent to which the employees can apply what they have learned in their own work has to do, among other things, with the learning environment. It is above all about the interaction between employee and their (immediate) manager, the interaction between colleagues, and the extent to which the 'systems' (including rules, procedures, attitude of the management) support this. The safeguarding of the results is an ongoing point of special attention.


RIVM Academy is the winner of the NSCU award *'Best academy of the year 2017'*



Possible follow-up

RIVM is progressing towards becoming the learning organisation that it wants to be. To this end the RIVM Academy further facilitates the learning environment. We ask of our managers that they focus more on learning and development. We also appreciate and expect employees to take the initiative themselves.

It is all about organisational development and cultural change, a continuous process.



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Committed to *health and sustainability*