



What is the vision for learning and development for central government staff?

Mission

The central government is working to achieve a just, enterprising, sustainable society.

What do we want to achieve?

Aim

The main aim of learning and development is to enhance the performance of central government staff

- We use learning and development primarily to enable central government staff to function and perform better.
- We use learning and development to enhance the deployability of staff, both within and outside of central government.
- We formulate how learning and development helps central government staff to perform better.
- We use learning and development to strengthen team spirit.

Culture

The central government is a learning organisation

- We develop a culture in which a learning attitude is natural.
- We make managers responsible for creating an environment that fosters development.

Reach

Everyone working for the central government is engaged in learning and development

- We are committed to the continuing development of everyone who works for the central government.
- We collaborate with educational institutions on the development of future central government staff.
- We are committed to the development of staff, individually and collectively.

What do we want to develop and how?

Content

The learning content is driven by the professional requirements of civil servants

- We teach the knowledge, skills and attitudes that characterise professional civil servants.

The learning content serves the broad development of staff members

- We focus learning and development on knowledge, skills, attitudes and behaviour.
- We build on the talents that staff already have, wherever possible.

The learning content strengthens staff members' capacity for learning and development

- We teach the skills needed for learning and development.
- We incorporate reflection on the outcome of the learning process as an integral part of this process.

Form

Effectiveness is the main criterion when choosing learning activities

- We opt for (a combination of) learning activities that yield the best results.
- We base our learning activities on the latest research in effective learning and development.
- We match learning activities to individual learning styles.

Learning on the job and peer learning are the most important learning activities

- We make the workplace into the prime learning environment.
- We organise peer learning.
- We enable staff to actively deploy their talents to achieve development goals.

The outside world is a key learning environment

- We regard society as a learning environment where staff look for answers to their questions.
- We use the world's best information sources in our learning and development activities.

How do we want to organise this?

Organisation

The central government organises learning and development in a professional manner

- We require staff to undertake professional development and we support them with time, funding and expertise.
- We organise learning on the job and make time and funding available for this.
- We make staff and managers jointly responsible for learning and development.
- We hold staff to account for their learning and development results.
- We organise learning and development in such a way that it coheres with HR policy and tools.

Demand

Learning and development begins by formulating clear development goals

- We formulate development goals at every level of our organisation, from individual to collective.
- We encourage staff to formulate and motivate their own development goals.
- We engage our stakeholders to help us formulate individual and collective development goals.
- We organise and deploy expertise in assessing development goals and selecting learning activities.

We seek private actors to provide courses wherever possible

- We only develop and offer our own courses when they are specialist or policy-sensitive.
- We coordinate and bundle our demand for courses and collectively purchase them wherever possible.

Supply

The central government's offering of courses is clear and accessible

- We offer our courses government-wide and minimise duplication.

The options for learning and development are broader in scope than courses alone

- We offer a range of development activities in addition to training courses.

The central government's offering of learning and development options is flexible and up to date

- We promote an offering of development options that meets the needs of new professions in central government.
- We adapt our own offering of development options in response to external events.

Results

The returns on investment in learning and development are high

- We evaluate in advance whether learning and development options are affordable and add value for the government.
- We select the learning and development options that achieve the development goals most effectively.
- We select the learning and development options that offer best value for money.
- We ensure that the knowledge we acquire and develop remains available to the central government.

This map shows the vision for learning and development for central government staff. It consists of three consecutive parts. The top section sets out learning and development aims and identifies the target group. The middle section indicates the vision for the content and form of the learning and development activities. The bottom section describes the vision for the organisation of all this.

This vision provides a joint basis for setting up learning and development activities within the central government. As such, it facilitates the aim of creating a compact and agile civil service.

The vision is the result of a thinking process involving over 70 participants from many different government bodies and a range of learning and development positions.

The map is the product of an extensive thought and consultation process. More information about the background to the vision and the full results of the preparatory thinking stages can be found in the map book *Leren en Ontwikkelen bij de Rijksoverheid* ('Learning and Development in the Central Government'), downloadable (in Dutch only) at <http://www.derijkscampus.nl/>.