



Rijkswaterstaat
Ministerie van Infrastructuur en Waterstaat

Retain talent in a competitive market: How to invest in young talent

Luca van Melick
Trainee coördinator





Rijkswaterstaat
Ministerie van Infrastructuur en Waterstaat

Join the club!





1798

Rijkswaterstaat is
founded
Managing roads and
waterways



1954

Expanding
infrastructure
Start building deltawerken
600 km highwaynetwork



2030

What do we need?
Reduce CO2
Circular: close the raw
material cycles



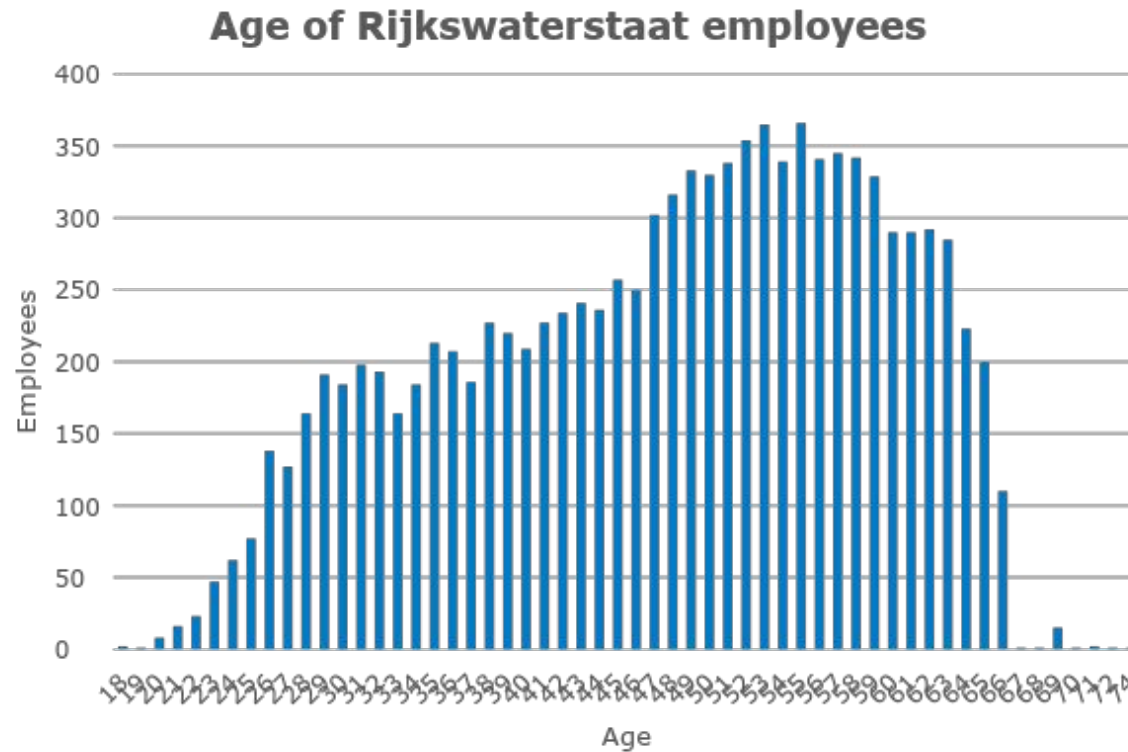
Today

Maintenance and
renovation task
10.000 coworkers
1000 vacancies





Why invest in young talent?





Being a good employer ☐ positive employer brand



300 interns in 2019 ☐ 600 interns in 2021



Being a good employer ☐ positive employer brand



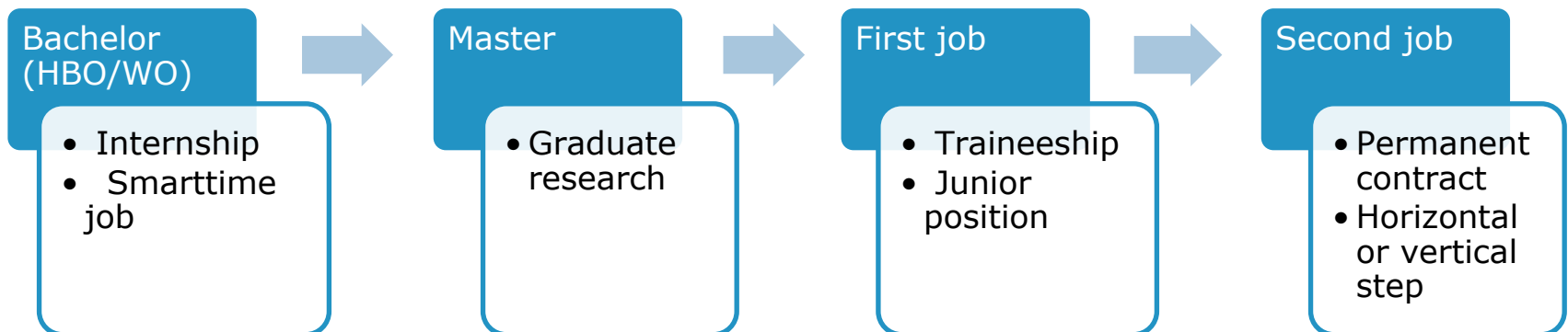
Rijkswaterstaat

SMARTTIME  **BAAN**

1 dag in de week werken naast je studie, 100% ervaring opdoen.



First step: Create a green lane





How to sell this to management?



Arguments that you can use:

- Create a flexible group of working students who can jump in when capacity problems arise
- Access to broadly applicable and up-to-date knowledge
- High efficiency of work compared to intern: no requirements from their universities
- Create a 'green lane' for young talent, by allowing them to progress to starter positions or trainee programs
- Contributes to positive employer brand and visibility on campus through ambassadorship of work students
- Contributes to diversity in age structure by increasing the percentage of young people
- Contributes to the bonding of the young employees in the organization, because they have more young colleagues around them and they practise leadership-skills



Results

Percentage young employees (< age 36):

- 2016: 9%
- 2022: 19%



Onboarding







How do you retain talent?

- Make them feel welcome and connected
- Care and attention for your employees
 - Know what their needs are
- Jobcoaching
 - Independent/external jobcoaches
 - Focus on individual
 - Learning and development
 - Talent assessments
 - Career opportunities
 - Match with colleague with the aspired job



End of traineeship - conversation

- Meeting with trainee, mentor and trainee manager
- Letter of recommendation
- Acknowledge their talent





What's your first step?

- Who is your target audience?
- What are their needs?
- How can your company make a difference for them?

Being a good employer ☐ retain young talent