

# WENR action plan in response to the assessment report



Wageningen Environmental Research  
Wageningen, March 2024

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# 1 Preface

In October 2023 an external Review Committee visited WENR and formulated conclusions and recommendations in their assessment report, based on our self-evaluation report and internal and external interviews. The committee provided us with very useful reflections that assist us in an even better positioning of WENR. The interaction with the committee during the three-day visit and their feedback was very much appreciated. This document describes the WENR action plan in response to the conclusions and even more to the recommendations of the committee.

We are very pleased and proud of the 'very good' score on impact, knowing that we invested a lot of time and effort on improving our impact during the last four years. We think it is important to maintain this standard. Beforehand we hoped and actually expected to get a higher score on quality, seeing the very positive feedback from our clients and the high academic impact scores. Although it was rated as 'good' the committee expressed some concern on how we can maintain our current standard after some of our highly qualified researchers will retire. We have put a lot of effort into improving our organizational vitality although the new organisation structure is not operational yet. We expect positive results from that change, but we are realistic and know that implementing a new structure alone may not lead to effects immediately.

While our organizational structure is about to be implemented, we also are starting the process of defining how ESG (both WENR and the Department of Environmental Sciences) will contribute to the WUR strategic plan that is currently drawn up.

The observations and recommendations of the review committee have challenged us to renew our thinking. This plan of action is written in close collaboration with the team leaders and programme leaders, because many of the actions have to be taken up by them. Together we continue to work on a high scientific quality, high impact and a vital organization.

## 2.1 Quality

1. *Invest in scientific publications and a broader base of authors, especially for the newer and more integrative research topics. These are essential for quality control, legitimacy and for the career development of young employees.*

### Response

We acknowledge the great importance of scientific publications as essential for the quality of WENR research. Previous actions have not resulted in the anticipated increase of the number of publications and the number of staff involved. We have to not just maintain, but improve the level of academic quality by increasing the number of publications and making sure new or young employees become part of this process. To ensure progress, we will set up a monitoring and evaluation scheme to assess the realization of these plans on an annual basis. Our ambition (KPI) is to keep the overall Relative Field Weighted Impact > 2.5 of WENR publications and increase the diversity of authors as change performance indicator (CPI).

### Actions

1a) Project leaders will be encouraged to discuss publications as part of the deliverables of each project. Especially within projects financed by LNV or EU this must become mandatory. For other clients it should become part of the offer, but it cannot be a requirement in all projects. Not only team leaders, but also all project leaders and BO, KB and WOT theme leaders will be asked to monitor this. The results will be evaluated each year at team and WENR level against KPIs.

1b) We will improve WENR-DES interaction (see also ad 4) to increase focus on scientific publications by having at least 5 WENR special professors, employing PhD students at WENR and encouraging WENR researchers to work on a PhD thesis.

1c) Learning and development: we will encourage all researchers to follow courses on scientific writing or creative writing, organize writing retreats, etc. We will link junior researchers to senior researchers for gaining experience in writing publications.

2. *Develop research infrastructure for the newer themes (e.g., green cities, NBS climate solutions), as is already there for more longstanding traditions. Such research infrastructure can encompass models, datasets, pilot facilities, field labs etc. There are ample possibilities for financing such infrastructure (FTO, GWI, ESFRI,..), and these could also be connected to existing research infrastructures.*

### Response

We are increasingly consulting with WUR "Shared Research Facilities (SRF)" to explore internal and external opportunities for the funding, acquisition, use and sharing of our research equipment and facilities. Consequently, some of our ideas to realise new facilities as well as improving and expanding existing ones are on the WUR Roadmap Research Facilities. Since 2023, one of the WENR team leaders has joined the Scientific Advisory Board (SAB) of SRF, which also facilitates improved collaboration. Three ideas for improving existing WENR research facilities were also submitted to SRF under WUR strategic agenda in 2023.

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#### Actions

2a) As part of the new ESG strategic plan (2025-2028) a strategy will be developed for the research infrastructure as well as improving and expanding existing facilities related to the WENR (new) themes and incorporated in the WUR Roadmap Research Facilities.

2b) An action plan to operationalise the strategy will also be developed. The action plan will include (financial and institutional) feasibility assessment and propose ways forward for proper embedding of the research facilities in the Dutch and European innovation ecosystems.

2c) We will develop accountancy proof solutions to be able to declare costs for facilities to projects.

### 3. *Implement quality assurance and open science policies pertaining to all models and data sets. Also, the committee encourages further integration of these models.*

#### Response

Our research builds on the models and datasets we have created in the past. The outside world (read: our stakeholders/clients) counts on adequate management and maintenance and quality assurance. We already have a quality system (QMODA) that ensures auditing of the models and indicates what needs to be improved. We acknowledge that decision making on maintenance and development of 'data and models' needs a more strategic approach. This will prevent that actions are taken ad-hoc and is left to individuals to manage, maintain and develop data and models in small projects and not leading to structural solutions. More attention is needed for new developments, software innovations and new techniques such as AI or Machine learning.

Fortunately, the need to take good care of our data and models is increasingly felt in the organization. At the moment a number of actions within WENR and WUR are taking place, such as work on data and model policies, risk-based approach, hiring specific personnel to support model and data management, setting up networks of data and model stewards. We are aligning our actions as much as possible with actions taken at OneWageningen level and other institutes.

#### Actions

3a) The ESG Risk & Compliance team will coordinate model and data quality and aligns with the WUR network and policies ('open if possible, closed when needed'). Each WENR team has a dedicated contact person for model and data quality.

3b) We will select a limited number of strategic models and datasets using a risk-based approach and allocate/search for structural funding and reduce/stop putting time and effort in less strategic ones.

3c) We will collaborate on integration or coupling of models at WUR level.

### 4. *Invest more in academic links (endowed professors and PhDs) throughout the various teams.*

#### Response

The combination of Wageningen University and Wageningen Research in one Science Group provides an excellent opportunity to establish a strong academic connection. WENR already invests in endowed professors (already in place or lined-up), each being financed for one day a week by WENR, and several shared PhDs. These links have a positive effect on scientific publications as well as hiring competent staff

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former PhDs). An academic link can also be established by internships and MSc thesis at WENR, sharing (field) staff and secondments.

#### Actions

4a) We will develop strategic plans for all WENR teams in which realistic ambitions for academic links and scientific quality are addressed. Special attention will be given to Strategic Personal Plans/Recruitment for teams where we would like to improve the academic quality (see also ad 1).

4b) We will stimulate working towards projects that enable a PhD as either member of a WENR team or member of a (inter)national university group with a co-promotor in WENR.

4c) We will encourage team leaders and team members to explore shared research subjects and possible cooperation, as well as opportunities to combine investments to develop innovative research (techniques).

5. *Establish an internal scientific advisory committee with key senior scientists ('thought leaders') with regards to attention to overall scientific quality and to advise the WENR management on strategic programming and on scientific career development.*

#### Response

We agree on the recommendation to involve 'thought leaders', either senior, medior or even junior, in the strategic programming. A scientific advisory committee that reflects on WENR's scientific position in relation to scientific trends and themes, will be a good addition to the strategic planning process. This process is being designed within the context of the new WENR structure. Such a committee should have an independent role and can advise the WENR Board solicited or unsolicited. Concrete actions will be elaborated as part of the ESG strategic plan and involves the newly employed Institute Manager Strategy & Acquisition. It is still open whether this Scientific Advisory Committee should be a WENR committee or an ESG committee (including the Department of Environmental Sciences) and who should be part of such a council.

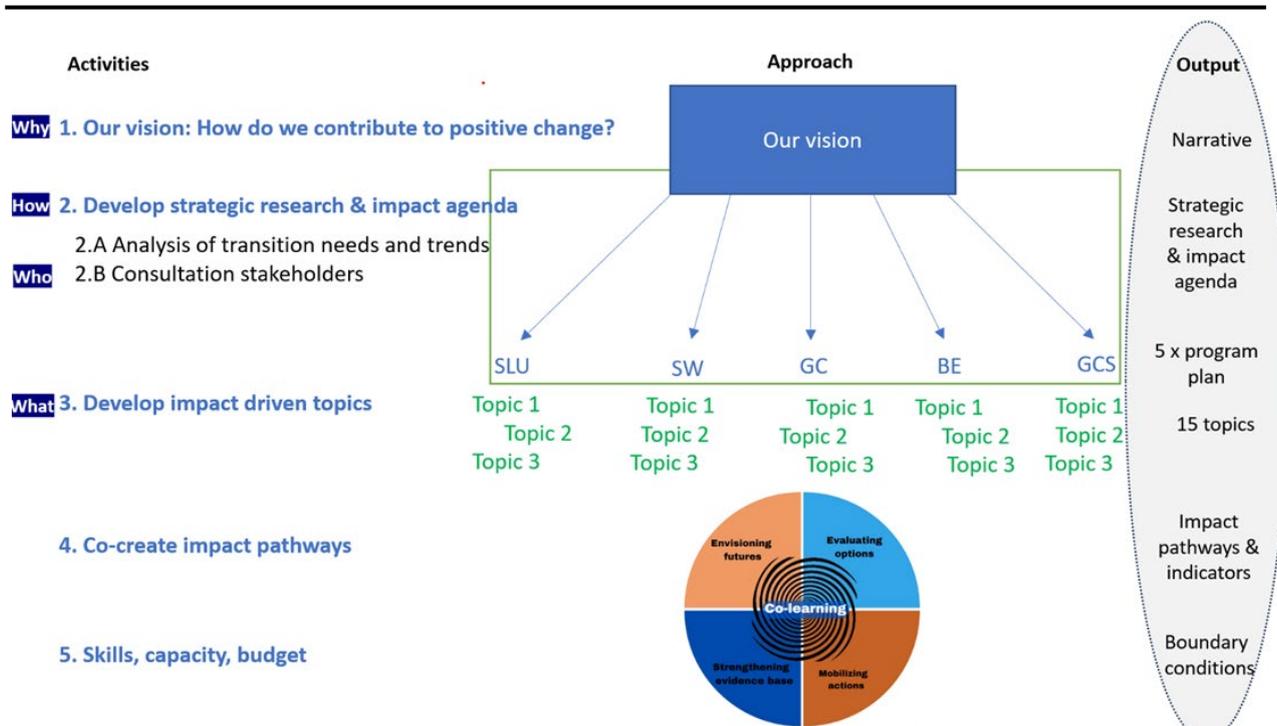
#### Actions

5a) Further elaborations on a strategic scientific programming at WENR or ESG level will be part of the ESG strategic plan with involvement of the new Institute Manager Strategy & Acquisition.

## 2.2 Impact

The key recommendations made on impact are to be covered and addressed in our new organisational structure, the formalised capacity to enhance programme topics and its working arrangements. As shown in Figure 1 the WENR programme team will coordinate the co-creation of WENR's vision, mission and strategic research and impact agenda. The programme topics will be used to operationalize and test co-created impact pathways related to the most urgent and relevant societal challenges relevant to the WENR vision and research agenda. Together these will strongly integrate the why-how-who-what questions of societal transitions, as recommended in the evaluation.

We will co-develop with a much stronger involvement of WENR's stakeholders, preferably as diverse as possible. This will apply internally, within OneWageningen, but also externally with our clients, stakeholders, other research institutes, private sector and general public.



As a means of focusing, not all work at WENR will be covered by the programme topics. Rather, the topics will provide collaborative knowledge and innovation spaces, where relevant stakeholders can integrate knowledge and resources to further enable transitions and transformations on major societal challenges. In this way, topics are positioned as agenda-setting and transition-oriented. The topics are meant to complement regular, mainstream work in WENR, and over time, may themselves become integrated into WENR’s mainstream work. Annual evaluations of the topics will help to reflect on their continued relevance, and their effectiveness at delivering on the most urgent questions and setting the agenda for societal impact.

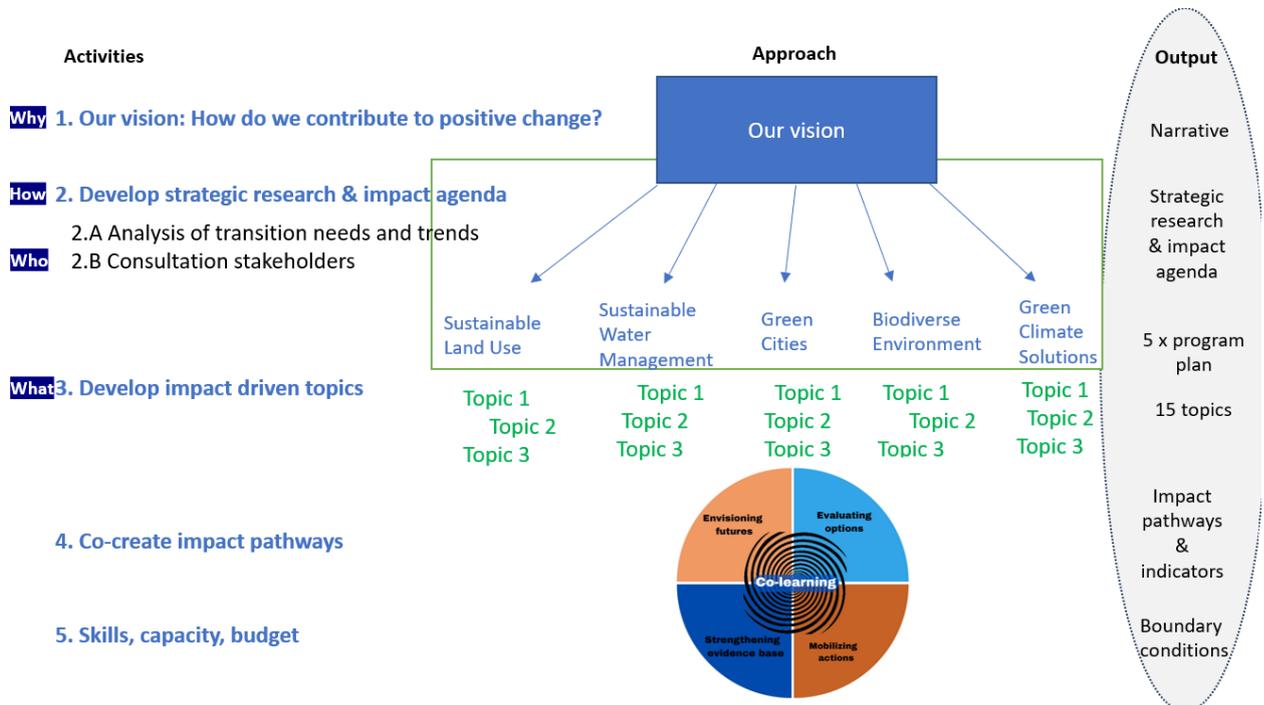
6. *Develop a sharper WENR-level formulation of the envisioned science-policy-society interface, and transitional approaches. Analyse these interfaces critically and produce knowledge and evidence on their functioning, opportunities and constraints, to facilitate further development. Based on this analysis, develop and operationalize the impact pathways, analysing what works in specific cases, and drawing lessons from such analyses of successes and failures. In addition to quantitative indicators, also use qualitative indicators of impact (e.g., case-based).*

#### Response

WENR is well-positioned to work across the whole science-policy-practice continuum. To operationalise and amplify this work, WENR is already active in many science-policy interfaces (SPIs), and is extending this to science-policy-society interfaces (SPSIs), which link in societal engagement processes to ensure effective uptake of both science and policy. This broadening to SPSIs is particularly important, since our research is used for policy development, which, in the end, affects society. Therefore, a good and sound understanding on how our research questions are formulated and translated into research and societal outcomes is important. Understanding the question behind the question through deliberative engagement, so that policy development and society are served with appropriate, relevant and equitable answers. We also see the SPSIs and their associated ‘networks of networks’ as extremely important for amplifying and scaling up initiatives enabling societal transitions and transformations.

Much of the current WENR work on SPIs and SPSIs occurs at project level, often as ‘something on top’ of the technical science. We will work to expand and strengthen SPSIs at WENR level, building on existing excellent and ongoing work at project level. This will be explicitly addressed in the research and impact

agenda, which will provide for a stronger commitment, investment and leadership in interdisciplinary and transdisciplinary sciences. Such expertise can strengthen work at the SPSI and also help to critically evaluate impact pathways towards societal transitions and transformations. Programme topics will also provide a learning environment for researchers interested in working more at the SPSI. In this regard, the topics will also align to existing WUR-wide processes that are also seeking to strengthen capacity and critical thinking for researchers working at the SP(S)I.



The impact pathways in Figure above (shown as the pie-diagram inset) were synthesised from substantial experience of WENR researchers who have worked in projects at the SPSI. As the WENR level SPSI community matures, it will be timeous to critically evaluate these suggested impact pathways to draw on the lessons learnt, and evolve the impact pathways.

Actions

6a) The ESG Programme Team will lead the further analyses of the Science-policy-society interfaces and co-develop a strategy on impact pathways and indicators. For the purpose of a scientific test on this, we are working towards publication of peer-reviewed article(s).

6b) When designing the transition-oriented Programme topics, the Science-policy-society interfaces will already be included and considered in the design phase of the new transition-oriented Programme topics.

- 7. *Base programming dynamics more deeply on an analysis of the current transitional demands, in strong interaction between substantive and policy-driven, societally emerging issues, to ensure societal relevance and drawing on high quality research. This means also interdisciplinary approaches, connecting research answering 'what', 'why' and 'how' questions. Connect strategic work and programming to impact pathways and transition logics and approaches.*

Response

Impact-driven Programme topics will work as experiments, as small steps in societal transitions. While topics may be situated in a specific programme, some of them will be "linked" to more than one programme by frequent communication (e.g. between programme leaders, topic leaders, events). This will enable interdisciplinarity, and work at the SPSI will extend this to transdisciplinary research. As shown in

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Figure 1, we will work to connect the vision (Why) to our strategic research agenda (How? and Who? (stakeholder involvement)) with Programme topics (What?). The topics will specifically be transition-oriented and agenda-setting, tackling new ways to address societal challenges. The transition process will take a systemic approach, which considers multiple levels, scales, actors and sectors across short to long terms time scales. Such a perspective actively acknowledges the temporal dynamics in navigating societal change, in which alternative beneficial practices are phased in while simultaneously working to phase out practices that are obsolete or harmful in the system.

#### Actions

7a) Part of the topics per ESG Programme will be transition-oriented with special focus on transitional demands and fundamental systems transformations. This we will do with stakeholders to elaborate the why, how, who, what questions.

8. *For developing much demanded integrated approaches, upscale from individual scientists, results or solutions to more general pathways of impact. Use Team Leaders' competence in developing topics and programming in substance areas and areas integrated approaches. Engage senior researchers and Team Leaders to also work at the WENR level as boundary spanners, and involve them in strategy development, thus also stimulating a cross-organizational flow of information as well as learning through communication. Manage the expectations of clients and stakeholders with regard to possibilities and limits to providing integrated answers and solutions.*

#### Response

Our organisation provides good quality building blocks to establish integrated approaches, with excellent disciplinary knowledge on the one hand, and expertise and capacity on connecting and facilitating on the other. Both disciplinary and transdisciplinary expertise are needed for knowledge integration and effective application. As mentioned above, we will further strengthen the transdisciplinary science expertise at WENR level to leverage a robust research design process to integrate disciplinary knowledge and foster societal transitions and transformations. In addition, via Programme topics we will adopt a systems transitions and transformations approach to strengthen societal impact. By investing in transdisciplinary capacities and these transition-oriented topics, we will seek to build bridges, and stimulate program leaders, team leaders and senior researchers to work towards overarching integrated approaches and solutions. This aligns with the growing needs and interest for these approaches and solutions across society, ranging from national and international policies as well as in business, financing and practices.

#### Actions

8a) The co-creation of WENR's research and impact strategy will seek to stimulate cross-organizational information flow between Program Leaders, Team Leaders and senior researchers, particularly highlighting how disciplinary projects can contribute to societal challenges.

8b) Transdisciplinary and systems research capacities of WENR will be strengthened to better connect and build bridges across disciplines, policy and diverse perspectives.

8c) Internal and external events will be organised to showcase the added value of working in inter- and transdisciplinary ways, such as lunch meetings, dialogues, community days, etc. This will include an active dialogue and evaluation with stakeholders on the possibilities, as well as the limitations of the more integrates way of working.

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9. *Understand your own role, collaborate and co-create. Position WENR relative to other relevant knowledge institutions, including Wageningen University, RIVM, Deltares, PBL, private sector research and advisory agencies. Collaborate and co-create dynamics and the underlying decision-making process, also vis a vis values of short-term and long-term relevancy, continuity, professional and/or disciplinary expertise, policy sensitivity. Connect regional and national level analyses to European and international level, to amplify impact.*

Response

WENR acknowledges the need to collaborate with other partners to overcome the complex and wicked societal challenges. Single organisations or leaders seldom have the necessary resources on their own. Networks of networks at the science-policy interface have the potential to catalyse, accelerate and amplify transitions by mobilizing diverse networks with complementary mandates, resources, expertise, and information. Together, these networks of networks can work in different but complementary ways to effect change and can project an image of power through unity and numbers. Where uneven burdens of transition exist, such networks may also be better equipped to provide collective expertise and resources to help share the transition risk.

Actions

9a) WENR will actively mobilize national and international strategic alliances and resources by broadening its network of networks at the science-policy interface (SPI). This will also include WENR's usual partners (knowledge institutes and universities, policy makers, businesses and civil society) and representation of unusual networks that can also help to catalyse and amplify change, e.g. by incorporating grassroots organizations, social movements, and influencers.

10. *Make use of the skills and views of young researchers engaging them in the analysis and communication of environmental challenges and sustainability transitions. Embrace and actively promote the excellent story telling skills among researchers.*

Response

Because many senior employees will retire within 5 years, we already hired many young researchers. They organised themselves and YoungWENR (until age 35) has already been founded. The recommendation to promote excellent storytelling skills to create impact is interesting and in line with previous impact events. We would like to engage all researchers to be open for alternative ways of communication of research results besides (scientific) publications. We will also search for ways to connect the young researchers better regarding environmental challenges and sustainability transitions.

Actions

10a) We will consult with YoungWENR on how to mobilize and inspire societal transitions and transformations, including training in methods such as participatory research, arts-based participation approaches (drawing, theatre, music), media and storytelling, creative writing, 3D immersive experiences (WANDER lab), etc.

10b) We will actively engage young professionals in strategic sessions and brainstorming, etc., and link with the activities and trainings of YoungESG.

## 2.3 Viability

### 2.3.1 Position WENR

11. *Engage the entirety of WENR in the process of working as OneWageningen and consider teaming up within WU and WR to link to the outside world, including public and private partners and clients. Invest also in the network of (potential) stakeholders, asking how WENR can contribute to their respective missions, rather than convincing them of WENR's importance. The traditional tasks of the Ministry of Agriculture, Nature and Food Quality should be emphasized less, rather there should be new forms of engagement with the Ministry of Agriculture, Nature and Food Quality and other ministries to formulate a path forward for the institute.*

#### Response

We agree with the recommendation to diversify our stakeholders, and not be so strongly dependent on the Ministry of Agriculture, Nature and Food Quality. Our programmes will be more at the centre of our work at WENR. A clearer mission, vision and strategic research agenda (which will be executed through our programmes) will help us to connect to stakeholders, inside WUR and outside. More than structure, searching for new forms of collaboration and connecting to partners is also a matter of attitude and culture. As an organization we need to open-up to external initiatives and also initiate ourselves new opportunities.

#### Actions

11a) We will continue to work on and initiate integrated OneWageningen initiatives.

11b) We will continue to work with the external ESG Advisory Board to listen to their take on external developments and how to connect as WENR.

11c) Our funding portfolio will be broadened and will be an indicator to become more diverse and more resilient.

12. *Develop guiding principles for acquisition and prioritization of projects, and communicate and implement these to support operationalization of strategy. Free up space for strategic activities, try to be less responsive, more agenda setting and even dare to say "no".*

#### Response

Currently, most acquisition decisions are made at team level. Depending on the strategic directions, funding streams and available capacity of the team, it is decided whether or not to go for a certain potential acquisition. Such decisions (yes or no) are usually made between the team leader and the project leader/manager. In the new organisational structure the Institute Manager Strategy and Acquisition will be responsible to align initiatives and prioritise leads, consulting both Program Leaders, Team Leaders and project leaders. This more strategic approach on acquisition has to become aligned with the WUR/ESG/WENR strategy. Within this strategic approach Program Leaders can take their role to initiate agenda setting events, connection to various stakeholders and leading large acquisition processes.

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#### Actions

12a) Team strategy and acquisition will be better aligned with the WUR/ESG/WENR strategy by consulting and collaboration between teams and programs.

12b) We will become more agenda setting by developing foresight ideas to create space for more strategic activities.

*13. Negotiate with the Ministry of Agriculture, Nature and Food Quality and WUR corporate to enlarge the budget for the knowledge base. The issues for which WENR has answers warrant an increase.*

#### Response

We support this idea of having more base funding for our domain. This will give us more room for innovations and strategic activities in the topical area of global challenges. However, this recommendation should be addressed at the level of Board of Wageningen Research and/or the TO2 organisation.

#### Actions

13a) We will share this advice with the Executive Board of WUR.

*14. Discuss with the Ministry of Agriculture, Nature and Food Quality (and other ministries) about a common ambition with respect to exporting WENR expertise internationally (also outside the EU domain).*

#### Response

In our new ESG strategic plan we expect to have a greater focus on the EU and we will also remain focused outside the EU domain. Our "Nature based solutions for a greener world" will remain important globally and we have to connect to our ministries to have a common international sustainability ambitions.

#### Actions

14a) We will improve and intensify our networks with the relevant Dutch ministries to build a common international ambition. This will be done within the current structure of BO-research, connections between researchers and LNV policy makers, but also at other higher levels.

### 2.3.2 Organization WENR

*15. Develop a WENR strategy on the lifecycle of programmes and teams, considering that some programmes may evolve into teams, and teams should remain dynamic. Reconsider the role of programmes in relation to existing structures such as teams and potential mission development. Encourage programmes to engage in programming activities. Ensure that programme leaders have clear goals, mandates, and budgets if programmes are retained. Consider the establishment of an internal Scientific Advisory Board.*

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## Response

The ESG programs span the main domain of WENR, which is not expected to change in the coming period. However, the topics within the programs will be dynamic and reconsidered annually. Successful topics are expected to find their places within teams, less successful topics will not be pursued further. The Institute Managers will monitor the successfulness of the topics and their fit to the ESG strategy. These new roles and the functioning of the new WENR organisational structure will be evaluated and adapted if necessary.

## Actions

15a) A maximum of 15 program topics will be introduced in 2024.

15b) The roles of all leaders will be described by RACIs (Responsible, Accountable, Consulted, Informed).

15c) The composition and role of a Scientific Advisory Committee will be discussed during the strategic plan process (see ad.5a).

## *16. Develop project supporting services to free up programme and project managers' time for substance.*

### Response

This recommendation and the underlying conclusions about current reliance on partly implicit roles and informal structures, links closely to current developments within the organisation. The development, but most of all improving and aligning project supporting services, will not only relieve program leaders and project leaders, but also provide better clarity and streamlined process for the project support staff. We value a practical approach. Without complicating existing organisational structures or to put faith in extra (technical) systems, is it most of all a matter of improving processes (clear workflows) and clarity about support services, mandates and cooperation; providing clarity to both sides. Making workflows and activities more explicit. The way project support is organised, should also be part of early project team formations in the proposal and/or contracting phase. It should not be taken for granted, as it is an important part of a project and its success.

### Actions

16a) We will reconsider role clarity for support staff and processes for peer review ("interviewing"), learning and development.

16b) We will research the pros and cons of a Project Support Office as an alternative way of organising project/programme support.

## *17. Statutory research tasks require explicit attention and an explicit place in the organizational set-up*

### Response

The statutory research team will become a special independent program team. This will increase the interaction between this team and the other programs.

### Actions

17a) As is made clear in the recently RACI overviews the statutory research team will be and remain a special independent program team.

*18. Balance autonomy and control via by establishing explicit, yet rather general strategic procedures. Thereby it is noted that in a professional organization like WENR, the alternative to autonomy is not control, but co-operation (and the currency is trust).*

Response

We embrace the freedom and autonomy of our staff and we have trust in the capabilities of our employees and leaders. However, we also agree that more collaboration will lead to better and more integrated solutions and we agree that too many decisions have to be made high in the organization. We have to find the right balance. Developing a shared vision and strategy will help. However, we should also have the right procedure in place, so that people feel engaged. Our goal is that all ESG staff feel ownership and connected to the WUR and ESG strategy and contribute to it and that our leaders feel empowered.

Actions

18a) We are developing a new ESG strategy, aligned with the WUR strategy, with more emphasis on collaboration and shared objectives. Similar to the WUR strategic plan process, all ESG employees are invited to take a role in this process.

18b) We are developing new ways to involve relevant leaders in strategic decision making.

18c) The ESG Management Board will where possible delegate responsibilities and mandates to other roles, which could help to empower others and create trust.

### 2.3.3 Demography WENR

*19. To retain scientific knowledge and managerial skills and pass them on to the next generation, it is recommended to develop a WENR strategy related to staff retirement. There should be more clarity and explicitness, especially for young professionals, including WENR guidelines for onboarding, mentoring, and career path planning.*

Response

All teams develop Strategic Personal plans (SPPs) in which we look a few years ahead. In case of retirement we have a succession plan in place, which doesn't always mean replacement with the same skills and competencies. Young professionals ask for special attention regarding onboarding, retainment and career path planning.

Actions

19a) We will continue to have overlapping ('roof tile') constructions in place: we hire a medior/junior a few years before retirement of a senior employee and give them both time to transfer knowledge and skills.

19b) We will continue with trainees to attract young potentials for a research career path. Other young professionals can profit from their experiences.

19c) We are improving our onboarding procedures for all employees, especially for international staff and we will encourage our leaders to have an open dialogue with young employees on their career planning and ambitions in the "Let's Talk" sessions.

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*20. Give trust to young professionals, giving them the opportunity to experiment with new things, including management and communication tasks.*

Response

We endorse the importance of having confidence in our young professionals and giving them opportunities to experiment. In the Strategic Personal Plans (SPPs) talent and career development is described and discussed with HR and management. Unfortunately, formal career steps ("Hay profiles") are not flexible and this sometimes hinders talent development. In 'Let's talk together' meetings options and criteria for next steps and functions are discussed with young professionals. Options for young professionals include taking on a role in the topics of the programs, supporting a senior in management, acquisition or publishing, peer meetings ("interview"), participating and/or organizing social activities such as Young WENR.

Actions

20a) We will consult with Young WENR on how to mobilize and inspire societal transitions and transformations, including training in methods such as participatory action research, arts-based participation approaches (drawing, theatre, music), media and storytelling, creative writing, 3D immersive experiences (WANDER lab) etc. (see ad. 10a).

20b) We will actively engage young professionals in strategic sessions and brainstorming, etc., and link with the activities and trainings of Young WENR (see ad. 10b).

20c) Learning and development: we will encourage all employees to follow courses on scientific writing or creative writing, organize writing retreats, etc. Link junior researchers to senior researchers for gaining experience in writing publications (see ad. 1c).

20d) we will encourage our leaders to have an open dialogue with young employees on their career planning and ambitions in the "Let's Talk" sessions and encourage them to take up additional tasks (see 19c).

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The mission of Wageningen University & Research is “To explore the potential of nature to improve the quality of life”. Under the banner Wageningen University & Research, Wageningen University and the specialised research institutes of the Wageningen Research Foundation have joined forces in contributing to finding solutions to important questions in the domain of healthy food and living environment. With its roughly 30 branches, 7,600 employees (6,700 fte) and 13,100 students and over 150,000 participants to WUR’s Life Long Learning, Wageningen University & Research is one of the leading organisations in its domain. The unique Wageningen approach lies in its integrated approach to issues and the collaboration between different disciplines.