

RECOMMENDATIONS ON DCWW'S CULTURE



1

Recruitment



Focusing the recruitment process to be more values-centred will ensure that you are bringing the cultural approach that works well internally to an external process to attract and retain the best talent. It will allow a more coherent process as you will be benchmarking candidates against the Company values and behaviours framework to check cultural fit. Checking this fit is key as the recommendation is to hire a person that fits with the values, rather than a candidate that has all the skills but would not positively impact the team and ultimately DCWW.

The way in which the Company externally market's itself will also take a more values based approach, focusing on what it's like to work for DCWW, benefits (both financial and non-monetary) and the development we can offer. This will promote the Company as an employer of choice and aid in reducing the factually inaccurate image that is portray externally by giving potential candidates an insight into the culture of Dwr Cymru Welsh Water, and how they thrive working for the Company.

As Managers, you are integral in making this approach change as you will be taking this forward through your own recruitment activities (advertising, interviewing and onboarding) so conveying the message correctly is key. According to Robert Walters (no date), 67% of professionals feel that they were misled about company culture during the induction process. This is something we want to avoid.

The benefits of this new approach will result in a higher retention rate, company-wide, which will save on recruitment costs. It will also affect the way the teams operate as a rolling recruitment activity can have a detrimental impact on productivity and growth levels due to having to colleagues having to cover for a vacant role, so this is a main focus for this recommendation (CIPD, 2024c).

Line Manager Resources

2

Introducing a wider range of resources for line managers will better equip them to promote and enhance their teams' health and wellbeing and give managers the confidence to handle delicate situations. The aim is to reduce sickness absence costs, promote early intervention to help prevent colleagues' health from declining and to provide a safer environment for employees when they are not at their best level of health (Indeed Editorial Team, 2023).

Reducing sickness absence rates will impact both at a teams level and also company-wide. Local teams usually have to pick up extra workload when a colleague is out of the business, which adds pressure to them and isn't sustainable for a long period. It also impacts on their own growth and productivity. At a company-wide level, the cost of sickness absence can be vast, so investing more in the prevention of absence will, in the long term, provide benefits through higher employee satisfaction, better employee health and wellbeing and overall engagement.

For the line management population this approach will ensure you are fully equipt by having a range of resources, centrally located, and be externally trained by industry professionals so you have the skills, as well as the resources, to develop your knowledge of common health conditions (both physical and mental) and how to sign post colleagues to suitable avenues (NHS Employers, 2022). As highlighted by Mason (2023), organisations frequently offer a host of resources for managers, but fail to provide the knowledge and training to effectively use those resources. This is something the Company aim to avoid (Mason, 2023).

This recommendation is not to replace the path of employees getting professional medical assistance, it is to promote a healthy working environment and creating an environment of personal wellbeing.

3

Employee Engagement

Across the Company, employee engaging has improved over recent years with feedback highlighting keys areas for improvement, which align with the results of the CIPD Good Work Index 2023. The recommendation here is for the annual appraisal process, similar to the recruitment process, to be changed to aligned with the Company values. Employee's roles within the business all contribute to its success, but this is not currently outlined clearly in their formal appraisal. The aim is to align employee's goals and objective to each of the values so individuals can see how they contribute towards to collective goal, and also, manager's can clearly see where their teams are working to standard and where improvements are needed. This approach is not to catch employees out, but to give them the coaching and development needed to be the best they can be in the company.

Feedback that is given to employees should be a regular activity, not just during their annual appraisal. They should know, year round, how they are working, both positively and constructively, so they feel valued and appreciated for the work they do. Constructive feedback can still ensure an employee feels valued when it is delivered in the right way and actions are followed up on in terms of training and development (Indeed Editorial Team, 2022b). Meeting with individuals on a regular basis can be difficult, depending on what business area you work in, so this vision needs to be fostered by senior management and filtered down through their teams to ensure compliance. Continuous feedback will instil a culture of growth and innovation which will ultimately push the employees to thrive, linking back to the focus of internally progression.