

Veolia's Operational Excellence Manager Programme

- Case Study



CIWM



Introduction

CIWM and Veolia shared a vision of empowering operational teams to make a lasting impact by equipping them with the soft and technical skills they need to drive positive change. This powerful mission led to the launch of the Veolia CIWM Operational Excellence Manager Programme in 2022.

This first-of-its-kind programme was designed so Veolia could achieve best-in-class operational management, increase the technical skills of its operational staff, and build organisational workforce resilience.

The Challenge

Waste and recycling giant Veolia, which employs well over 13,000 people in the UK and operates 300-plus sites, was looking for an opportunity to develop and build the technical and management expertise of its operational teams on the waste side of the business.

Looking to equip staff with future-ready skills, they turned to CIWM to help shape a solution built on our expertise.

The Solution

Together, CIWM and Veolia pioneered a brand-new project designed to strengthen Veolia's managerial skills base, not only by supporting employees' career progression, but helping them to make colleagues more resilient and motivated too.

The blended learning programme - a mix of off-site training days, facility visits, face-to-face and virtual training, e-learning, coaching, mentoring, and self-led learning - was carefully combined to create a nine-month training programme followed by a further three-month work-based project.

The programme helps learners master a powerful blend of soft, technical and commercial skills, from health and safety, sustainability, waste management, financial and contractual training, to leadership skills that help develop and motivate teams.

Learners also get the chance to see how things are done on sites other than those where they are based and - importantly - network with colleagues.

Once participants complete the programme, they are awarded Technical membership of CIWM to further enhance their careers and support their ongoing personal and professional development.



The individuals taking part are identified by senior colleagues at Veolia as those who want to grow and nurture their talent. All participants are either newly appointed operational managers or have the potential to become one. Each cohort, of which there have been nine so far, are from a wide range of Veolia UK sites and are from diverse backgrounds too.

Nathan Cookson, Head of Learning and Development, CIWM



I've found the Operational Excellence waste programme to be an eye-opening experience, which has helped me gain knowledge and experience through a variety of learning methods and site visits. Throughout the training we have had continuous support from professionals and experts in their fields. I've felt as a result of the training we have become more rounded managers with elevated skills, giving us the tools to help and develop our teams which in turn drives the business forward in a positive way.

Isaac Williams - Operational Excellence Waste Cohort 6

Results & Impact

While return on investment has been positive, the programme has also delivered other important outcomes – the programme makes people feel they are being invested in, resulting in enhanced engagement, commitment, and retention.

So far, six cohorts have successfully completed the programme with a further four cohorts planned for 2025 / 2026.

Client Feedback

According to feedback, 100% of graduates said they felt more invested in, and committed to, their role. 93% gave the programme five-stars, with those who gave four-stars wanting more site visits - a suggestion that has been adopted in subsequent cohorts.

Feedback from the managers of participants was also unanimously positive. All reported an improvement in working practices and could see the employee embedding positive changes within their department or sector.

Want to know more?

If you're interested in learning more about how CIWM can support your team to achieve operational excellence, we'd love to hear from you.

Either fill in our [contact form](#) or email training@ciwm.co.uk to find out more.



Team effectiveness has improved - we've seen not only the graduates' own communication as managers improve, but their teams' behaviours too as they've become more empowered. As a result retention rates in those teams have improved significantly reflecting an improvement in team morale.

Simon Larbey, People Development Director, Veolia



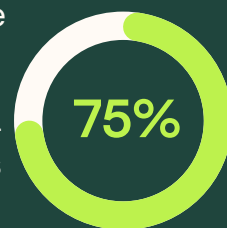
As a result of the programme...

100% of learners

- felt they had a better understanding of the wider business
- felt more valued
- felt listened to and respected by facilitators and their cohort

7 people have gained a promotion while being on the programme

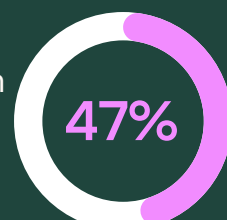
with 75% taking on additional responsibilities



112 hours of training with 100% attendance

5,000 Google Workspace messages of support and advice sent

Digital transformation reduced fly-tips by



Statistics according to cohort 5 & 6