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Women Adding Value to the Economy (WAVE)

Report of the Change Management Phase

Case Study C

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Shad Consultancy Ltd

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Foreword

Women Adding Value to the Economy (WAVE) is a partnership programme of activities funded by the European Social Fund through the Welsh Government. The joint sponsors are the University of South Wales, Cardiff University, and The Women's Workshop at BAWSO (TWW).

The WAVE programme at Cardiff University provided employment and pay analysis for a small group of employers to understand how the uneven distribution of men and women between jobs, grades, and working patterns creates and sustains gender pay gaps. We then supported these employers to act on the evidence in order to 'disrupt' gendered patterns of employment and consequent gender pay gaps.

This report briefly summarises the research findings, and explores in detail the change management actions underway in Employer Case Study C.

We would not be able to report such breadth and depth of action without the commitment shown by the collaborating employers. Their senior management teams have invested tremendous ambition, expertise and effort in the research and change process.

The short-term impacts and long term plans outlined in this report would not have been possible without the dedication, enthusiasm and expertise of our Change Management Consultant, Sharanne Basham-Pyke from SHAD Consulting, and our Gender Pay Analyst, Adele Baumgardt. Their tireless commitment has produced and embedded some truly innovative solutions to long-term structural issues, in a short time window.

The WAVE research team and expert advisor group are also to be congratulated for making good sense of large and complex datasets, to provide the evidence underpinning the change actions reported here.

Together, we have enjoyed and learned much from this endeavour.

Dr. Alison Parken

Senior Research Fellow

WAVE Project Director, Cardiff University

Acknowledgments

I have been delighted to be involved in this stimulating and innovative programme of change management. I want to thank the collaborating employer and all their staff who have been involved in the change management programme. Without their unwavering belief in the aims and their dedication and effort, none of the results described here would have been possible.

I would also like to thank Adele Baumgardt, the WAVE Gender Pay Analyst, for her expert knowledge of Equality and Diversity and her active involvement in the planning and delivery of the change management phase.

Finally, I want to acknowledge and thank Dr. Alison Parken, the Project Director of WAVE at Cardiff University and the WAVE team of researchers for their support. Without their expert analysis and the relationship of trust that they had with the employer, making the short-term gains and long term planning to embed change described here, would have been a much harder task.

Sharanne Basham-Pyke

Shad Consultancy

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List of Abbreviations

A&VL	Active and Visible Leader
ADKAR	Model for managing change – Awareness, Desire, Knowledge, Ability, Reinforcement (Prosci)
CMD	Custodian of the Master Document
CSC	Case Study C
CU	Cardiff University
FT	Full Time
GPA	Gender Pay Analyst
GEPN	Gender Employment and Pay Network
HE	Higher Education
HERA	Higher Education Role Analysis
LM	Line Manager/Management
MPOC	Main Point of Contact
PCT	Project Change Triangle (Prosci)
PS	Problem Statement
PSED	Public Sector Equality Duty
PT	Part Time
SEP	Strategic Equality Plan
WG	Welsh Government
WAVE	Women Adding Value to the Economy

WAVE Case Study C – Change Management Phase

Introduction

The Women Adding Value to the Economy (WAVE) Project is funded by the European Social Fund, through the Welsh Government (WG) and key partners: the University of South Wales, The Women's Workshop @ BAWSO and Cardiff University (CU).

The aim of the project as a whole is to understand and 'interrupt' the ways in which gender pay inequalities are consistently reproduced through occupational segregation in employment and self-employment, through the ways in which 'women's work' is valued and contracted and through the operation of pay systems (Parken et.al 2014).

The Public Sector Equality Duty (PSED) applies across Great Britain. In addition, there is a Wales specific equal pay duty that attempts to interrupt the reproduction of gender pay gaps in successive generations by dealing with the effects of the gendering of labour markets. The extent of vertical, horizontal and contractual segregation by gender requires an approach that exceeds job evaluation within an equal treatment approach. The duty requires all these parameters and their intersections to be considered when assessing gender pay disparities within employment (Parken et.al 2014).

To help to 'bring the duty to life', the WAVE research team, within the School of Sciences at CU, has analysed the workforce and pay data of a number of collaborating employers in the public and private sectors. The

analysis covers occupation, job grade, employment contract type, working patterns hours and pay. On the basis of learning from these case studies, the WAVE CU team will develop and disseminate an employment and pay methodology so that all employers could replicate the analysis for their own organisations.

Both the WAVE team and Shad Consultancy are immensely grateful to the staff of the collaborating organisations for the trust placed in the services that we provided, and the enthusiasm, dedication, resource, time and effort they have contributed, and continue to contribute, to the endeavour.

It was envisaged that three of the collaborating employers would be supported to carry through CU's recommendations from the evidence and analysis, into action. Shad Consultancy was awarded the contract to support this work through competitive tendering.

This report examines the change management and action phase of the WAVE project at Case Study C (CSC). It evidences the 'result' of the collaborative research and change management programme, which has resulted in meeting, indeed exceeding, the WEFO indicator: *Employer Adopting or Improving equality and diversity strategies and monitoring systems.*

Background to Case Study C

CSC is a Higher Education Institution. They are already actively implementing a plan through Athena Swan to demonstrate their commitment to advancing women's careers in science, technology, engineering, maths and medicine (STEMM) in higher education and research.

HR leaders were enthusiastic about collaborating in the employment and pay analysis, seeing the value of the information that would be provided through the employment and pay analysis for addressing inequalities through workforce planning. They already demonstrated a raft of good employment practices in a number of employment and policy areas. CSC undertook an equal pay audit in 2006 and uses the Higher Education Role Analysis (HERA) to monitor Equal Pay issues in recruitment.

In stage 1 of the process, CU completed the employment and pay analysis research, presented findings and a final report with recommendations (Parken and Davies, 2014). The findings showed there were **no** hourly pay gaps for employees within grades. Despite this, the employment and pay analysis showed some disparities in the distribution of men and women between grades (vertical segregation), their concentration in different parts of the organisation, jobs and faculties (horizontal) and their working patterns and employment types (contractual). These gender differences in the employment structure did produce gender pay gaps. These patterns of employment do not indicate discrimination or illegality but will, if unchanged, mean that the effect of gender in employment structures will reproduce gender pay disparities.

The employer wished to introduce improvements to employment systems, which would change this picture over time.

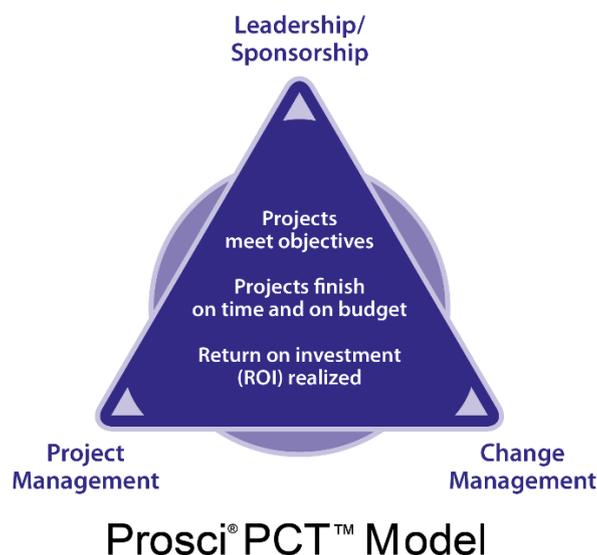
In the next stage of the process, the CU WAVE Gender Pay Analyst provided a review of recruitment, retention, progression and rewards policies and practices that included key recommendations for actions to address the research evidence. This work included key areas in the organisational structure and processes where the data indicated these may be sustaining gender disparities. Again this report was well received by CSC. In the third phase, change management expertise was commissioned to plan and support actions to address the disparities that each organisation chose for the focus of their efforts, in the time window available, September 2014 to April 2015.

In order to carry out this employment and pay analysis it was vital that the CU WAVE team created and maintained a high level of trust with participating organisations. This was essential as the data is sensitive and the case study organisations had to know that their workforce data would be treated in the strictest confidence. It was also important that the findings would be treated with the same extreme care. It is a result of the high levels of trust and relationships already established that so much change management progress has been made in such a short period of time. The organisation was ready to engage in the change management phase, with the guarantee that the anonymity of the organisation would be maintained.

Change Management Methodology

In the world of change management, organisations choose to make a change for one of two reasons – they feel the heat or they see the light. CSC is an organisation that has ‘seen the light’. They needed, however, the irrefutable evidence to back up their concerns - Cardiff University’s research gave them this. They were also ready to address the challenges specifically identified in the WAVE data findings, and to become a leading light of change for other organisations to follow. For this reason CSC was selected to move into the change management phase.

The Change Management phase for CSC commenced in October 2014. The methodology was based on the Prosci Change Management Methodology, but adapted to suit the needs of the individual organisation.



The Change Process identified the current state, transition state and future state for CSC.

Additionally the Change Management Consultant from Shad Consultancy used the principle of threshold, target and stretch measures.

- ‘Threshold’ equates to the measures for the immediate actions.
- ‘Target’ equates to challenging the organisation further actions and pushing on their boundaries to achieve a maximum impact in the time constraints of the programme.
- ‘Stretch’ will equate to the overall impact the organisation and the WAVE programme would like to achieve for the organisation itself and society as a whole. These measures are more aspirational and provide a strategic direction for continued activity over a prolonged period of time.

Current State

The Prosci methodology, analysing 822 international businesses (80% of Fortune 100) through sixteen years of consecutive research¹ of best practice in change management, has consistently identified active and visible leadership as the number one contributor to success. The first activity for CSC, therefore, was to identify and approach a suitable ‘Active and Visible Leader’ (A&VL). The terms of reference for the A&VL role are:

- The authority to lead the change through phase 1 (FY 2014/15) and into phase 2 (April 2015 onwards)
- The credibility to build a ‘sponsorship coalition’ – ensuring there is collaboration and support across the organisation

¹ Prosci ‘Best Practices in Change Management - 2014 edition’

- Actively and visibly participate in the change – ‘making things happen’
- Resolve issues and make decisions regarding the scope, the measures, the business benefits and the timelines
- Build awareness of the change – why the change is happening – why now – what happens if the change doesn’t happen
- Ensure alignment with other change programmes, projects and initiatives across the organisation
- Lead the internal and external communications plan
- Reinforce the change and celebrate success

It was important that the role did not reside in HR. Although HR colleagues had led the initial impetus for the project and are needed throughout to position the change within the organisation with a clear business rationale. The Registrar/Chief Operating Officer for the organisation was identified for the A&VL role. This role was supported by Shad Consultancy, in the WAVE Change Management Consultant role.

Working directly from the research and the GPA report, Shad Consultancy created a plan for CSC. The purpose was to ensure early buy-in to the change programme and the principles of change. Shad Consultancy, working with the Director of the WAVE Programme at CU and the GPA, developed the structure and content for the Change Management workshop to allow the A&VL, the main point of contact (MPOC) and Key Opinion Formers all to input and challenge the issues identified before the agenda was circulated. CSC then selected the wider audience and hosted their Change Management workshop on 10th December 2014. Thirteen representatives from across the organisation

were selected to attend the workshop. To further mitigate the risk that the interventions may be treated as an HR initiative not relevant to the day-to-day operational running, academic staff and professional services managers were included in the workshop alongside HR colleagues and those with strategic roles. This ensured the actions also aligned to the strategic aims.

The structure of the workshop was designed to enable CSC to take ownership of the Problem Statements, agree measures, action owners, and suggest timelines. At the workshop the role of the A&VL and the role of the MPOC were established.

	Activity
1.	Structure of the workshop and objectives
2.	Welcome and role of the A&VL
3.	Introductions
4.	Scene setting <ul style="list-style-type: none"> • Background to WAVE and Cardiff University's role • Research evidence presentation for Case Study C, CU
5.	Gender Pay Analyst <ul style="list-style-type: none"> • Report and key findings for CSC
6.	Session 1 – Challenging 2 groups: discuss the Challenges Identified and the threshold, target and stretch measures
7.	Session 2 – Resolving <ul style="list-style-type: none"> • Group discussion • Agree new measures
8.	Session 3 – owners

	<ul style="list-style-type: none"> • Nominate owners • If natural owner is not in workshop then allocation of caretaker owner to pass on actions
9.	<p>Session 4 - Next steps</p> <ul style="list-style-type: none"> • Owners • Actions to be completed by 12/12/14 <ul style="list-style-type: none"> ○ Programme management ○ Governance ○ Individual action plans
10.	Review objectives of workshop have been met

Transition State

After the workshop, the Change Management Consultant reviewed the organisation's readiness for change – it was assessed to be medium risk as it was ready for change by small incremental changes in a phased approach rather than a large disruptive change but was aware that there may be some resistance to change in the organisation.

Prosci Risk Summary

Change resistant	Medium Risk	High Risk
Change ready	Low Risk	Medium Risk
	Small incremental	Large disruptive

Other tools include: Target Tracking, Actions Tracking, Comms Plan, Change Control

A steering and monitoring committee, The WAVE Working Group, was established, led by the A&VL and monthly review meetings have been committed to the diary. Representation is at a senior level in this group. Individuals took ownership of work-streams and work-packages, whilst collaboration was encouraged - this ensures that actions are agreed collectively and therefore realistic for the whole organisation. To ensure alignment to Athena Swan, the Athena Swan Chair is also a Challenge Owner for the WAVE Working Group.

The MPOC for the day-to-day running of the project was agreed. The selection of the individual gave continuity from the research phase into the change management phase and this role included being 'custodian of the master document' (CMD) to ensure accurate version control in the creation, and storage, of documents.

Problem Statements

From the CU research and the GPA report, the Change Management Consultant had identified seven problem statements (PS), which were referred to as 'Challenges Identified':

1. For academic staff, the more senior the role, the more likely the post will be held by a man
2. Women academic staff are underrepresented in certain subject areas e.g. Science and Engineering
3. Women are twice as likely to be at the top spinal point of their grade – does this mean that it is harder for women to be promoted to the next grade level?
4. A grade gap emerges post age 35 for women, suggesting a possible link with career breaks or having a family
5. For Professional Services staff, women are more likely than men to be employed in lower grade clerical and secretarial roles
6. Occupational segregation for Professional Services staff means some job types are potentially seen as 'women's work'
7. Amongst both academic and Professional Services staff men are more likely to be employed on a FT basis. Women hold the vast majority of part time jobs and these are mainly concentrated in low graded work.

Twenty-nine Actions were proposed to address the challenges identified. These were presented to CSC and worked through at the workshop with suggestions for threshold, target and stretch measures. The workshop participants had the opportunity to add, amend or delete

actions as appropriate and realistic for the organisation. All were agreed to be taken forward.

The evidence from the research provided valuable detailed information and insight into actions required to underpin the strategic aims in Athena Swan. After the workshop, the WAVE Working Group reviewed the seven challenges, 29 Actions and selected a natural 'home' for the activities identified. Sixteen Actions moved directly into the Athena Swan Plan where there were activities already underway that aligned to the challenge identified. To ensure that nothing was lost in this process a comprehensive cross-referencing exercise was undertaken. To further ensure that the actions are not lost over time, the Chair of Athena Swan updates the WAVE Working Group on progress at each monthly meeting, in addition to the other workstream owners.

Thirteen Actions were not directly covered by the current Athena Swan Plan and these are owned by WAVE Working Group, chaired by the A&VL.

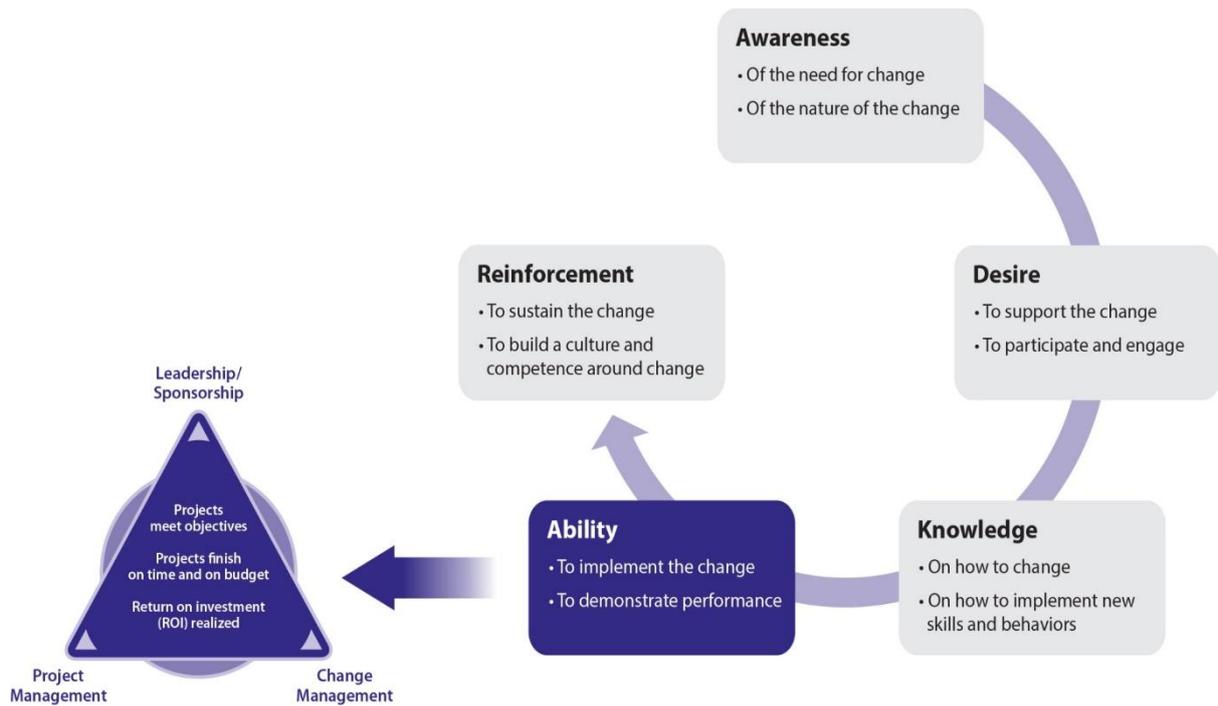
Each Action was allocated a lead (work-stream owner) who then delegated tasks to appropriate people within the organisation (work-package owners). The Actions were identified for the period between December 2014 and throughout the Financial Year 2015/16, which will further inform the Athena Swan Action Plan and the organisation's Strategic Equality Plan (SEP).

The Actions show the organisational alignment of the WAVE Action Plan to the strategic objectives of the organisation as a whole. The Action Plan also demonstrates a commitment to advancing gender equality and addressing inequality for women at its root cause in the organisational structure, both in the academic (all subjects) and professional services areas. There will be business benefits for the organisation as it will be able to realise the talent in the whole organisation, regardless of gender, and will be able to grow the talent and potential of all the women they employ.

The Change Management Transition Phase made use of Prosci's ADKAR model in managing the change. The 'Awareness' stage of this model needed to be handled carefully given the sensitive nature of the data and a comms plan is being developed for the A&VL for internal and external communications. CSC proved themselves to be exemplary in their 'Desire' (the commitment to support and participate in the change). This was particularly evidenced at the workshop where the 'desire' to meet stretch targets was expressed by a number of participants.

The Change Management Consultant provided help and support as they moved to 'Knowledge' and 'Ability' on individual Actions. The A&VL has responsibility for Reinforcement.

The WAVE Working Group meetings were held to ensure the Actions result in improvements for the organisation and for individual women.



Challenge Identified 1

The research identified that for academic staff, the more senior the role, the more likely the post will be held by a man. A series of activities are underway or planned at CSC that will help to address the vertical segregation identified. As discussed, Actions are captured in both WAVE and Athena Swan Action Plans.

WAVE Working Group Actions

Action Reference PS01-002

This Action involves reviewing data related to promotions. This will enable CSC to better understand the influences of vertical segregation by gender. A specific Action will seek to understand if Line Management (LM) endorsement influences promotion panels. Understanding the level of influence will enable CSC to address this area if it proves to be influential. This data will become available by the end of Q1 2015/16 (June 2015).

Output: A report that identifies the number of promotions where LM endorsement was present versus promotions where there was no LM endorsement.

Outcome: If LM endorsement proves to be important in promotion applications, support individual Line Managers and all women who wish to apply for promotion to understand and use this influence effectively.

Action Reference PS01-004

CSC will develop an internal careers advisory service. This will have the benefit of raising awareness of career progression opportunities into senior academic roles.

Output: The creation of a Careers Advisory Service.

Outcome: More women appointed into senior academic roles.

Action Reference PS01-006

For academic staff we know there are formal and informal networks that assist career progression but neither are fully understood. There is, naturally, a better understanding of the formal networks that operate for academic disciplines. The informal networks are less well understood. There are a number of activities planned for this, such as co-opting women onto University committees.

Output: A better understanding of formal and informal networks.

Outcome: Women benefiting from both formal and informal networks to progress their careers.

Action Reference PS01-008

CSC understands the importance of their role as a 'leading light' of change for addressing the causes of gender pay disparity. Their ambitions will lead to the dissemination of their findings, and their actions, across the HE sector and other sectors in the future. They have identified there will be business benefits in being known to be an employer that encourages women into senior academic roles – enhancing its reputation as a good employer.

Output: An external comms plan to communicate its findings and actions for the HE sector.

Outcome: A reputation as an excellent employer that encourages the progression of women.

Action Reference PS01-009

Discretionary pay awards are used at CSC. These are used for a number of reasons including 'acting up' roles. This action relates to further data gathering and analysis to understand how discretionary pay awards are currently used, and whether this results in any gender bias for the organisation.

Output: Findings and analysis of the use of discretionary pay awards. If the results of the further research identifies a gender bias from the current practices then actions will be identified to address them.

Outcome: Discretionary pay awards are equally beneficial for women and men, and fulfil a business need for the organisation.

Athena Swan Actions

Action Reference PS01-001

A survey will gather data with regards to the perceived constraints for career progression into more senior roles. The pilot was conducted and reviewed in March 2015. The full survey will be launched in late April 2015.

Output: Pilot survey (March 2015) and full survey (April 2015) that will lead to a greater understanding of the perceived constraints to career progression for women, with actions to remedy the findings.

Outcome: More women in senior academic roles.

Action Reference PS01-003

CSC is working with the Leadership Values Team to formally recognise the behaviour of encouraging career progression by Line Managers. This will take the form of introducing and measuring the behaviours in LM's performance review. It will also involve recognition through one of the organisation's Awards Programmes.

Output: A Leadership Model for the whole organisation that encourages and recognises LMs who actively seek to promote staff.

Outcome: Line Management behaviour that recognises the benefit of promoting their best people within their own teams and across disciplines (where appropriate) and service areas.

Action Reference PS01-005

CSC is planning a 'ready for promotion scheme'. This is to address the issue identified in the research around vertical segregation. CSC identified that there was a culture that appeared to favour men with regards to people being considered ready for promotion. This manifests itself as men having early knowledge of opportunities and being actively sponsored by other men in the organisation or from their discipline.

Output: A pilot 'ready for promotion' scheme that will be analysed for impact.

Outcome: More women being identified as ready for promotion and actively encouraged to apply.

Action Reference PS01-007

CSC has already actively sought to address some of the long-standing issues that contribute to vertical segregation by gender. This has included the development of career pathways that enable people to use evidence to support promotion applications from non-traditional sources. Traditional sources would have mainly included publications and conference platforms. The career pathways enable other evidence such as impact to be considered and given equal value.

Analysis is underway to look at the number of women who have been appointed into senior roles who have used non-traditional contributions in their career pathways evidence.

Output: Analysis with recommendations to address findings.

Outcome: More people using non-traditional evidence through career pathways to support their promotion applications.

Challenge Identified 2

Women academic staff are underrepresented in certain subject areas
e.g. Science and Engineering

WAVE Working Group Actions

Action Reference PS02-001

This Action relates to addressing the recruitment stage into STEMM colleges, specifically looking at the choice of words and 'look and feel' of job adverts in their attractiveness to women and men. Some Colleges have already made successful use of the addition of an equality statement in advertising vacancies – resulting in a greater recruitment of women. This appears to be impacting in the gender profile of students too. Two posts have now included a positive action statement in their recruitment (Feb 2015).

Output: All posts to be advertised with an equality and diversity statement.

Outcome: More women recruited into posts in STEMM subjects – resulting in more female applicants and students in the STEMM Colleges.

Action Reference PS02-003

Further analysis is underway regarding the allocation of research grants including the identification of barriers for applications from women.

Output: Data from CSC's systems (mid-April 2015) to be analysed and a report produced with recommendations. This report will be presented to the WAVE Working Group.

Outcome: Research grants being distributed in a way that does not perpetuate gender disparities.

Athena Swan Actions

Action Reference PS02-002

This Action is looking at the impact of underrepresentation of women in CSC in certain subject areas (teaching and research) compared to the number of female students who then select academia as a career choice. Data on this is currently gathered by two Colleges as part of the Athena Swan Action Plan, and this will be used to extend the data collection and analysis on a broader basis.

Output: A report with recommendations about encouraging more female students to select academia as a career option and addressing gender pay disparity.

Outcome: More female students selecting academia as a career choice and creating more role models for other female students.

Challenge Identified 3

Women are twice as likely to be at the top spinal point of their grade – does this mean that it is harder for women to be promoted to the next grade level?

WAVE Working Group Actions

Action Reference PS03-003

The employment and pay analysis suggested some disparity in the grades at which men and women begin their teaching and research careers but it was not clear if this was related to tenure, subject area or funding streams. This Action looks at the reasons why this is happening.

The current systems used to capture data at CSC does not provide the information needed to understand the root causes. Therefore, a request has been made to amend the Careers in Research Online Survey (March 2015) so that the information can be collected and analysed. This analysis is now underway.

Output: Understanding of the root causes for the difference in entry points.

Outcome: More women entering employment at the same levels as men.

Athena Swan Actions

Action Reference PS03-001

CU's research showed that more women than men appeared to be 'stuck' at the top spinal point of their pay grade. Longitudinal data is not available for this so a requirement has been created for this to be captured in the future.

Output: A snapshot of the current data to understand if there are specific issuers that can be addressed immediately (May 2015).

Outcome: Longitudinal data capture to understand if addressing the snapshot view in 2015 has a continued impact and that women are progressing to the next grade at the same rate as men.

Action Reference PS03-002

To align with the Athena Swan Plan to hold promotion workshops at a College level. This action enhances the Athena Swan Plan by linking the

'ready for promotion' activity to the Plan and extending the reach of the support.

Output: Support for other Colleges to hold promotions workshops – extending from the current three.

Outcome: Promotions workshop held for all Colleges.

Challenge Identified 4

A grade gap emerges post age 35 for women, suggesting a possible link with career breaks or having a family.

WAVE Working Group Actions

Action Reference PS04-005

Unconscious Bias training will be funded through the WAVE programme. This will create a training programme that will be rolled out across the organisation and annual monitoring will ensure all new staff also receive the training. The College of Medicine has arranged for their training to be delivered on 13th May 2015 – and it is planned to extend the training into their supply chain too.

Output: Unconscious Bias training delivered to the whole organisation through a rolling programme.

Outcome: Over time, any unconscious gender bias is unpicked from the organisation's recruitment and promotion practices.

Athena Swan Actions

Action Reference PS04-001

The research indicates that a grade gap starts to occur for women at age 35+. Further data is needed to fully understand why this is happening at this age. Data is being gathered through existing systems with regards to maternity, paternity, parental and adoption leave. Also included will be any unpaid leave for periods of 3+ months (career breaks).

Output: A report of findings and recommendations.

Outcome: A decrease in the grade gap between men and women.

Action Reference PS04-002

The research identified an issue with regards to the difference between FT and PT working. There is an unexamined assumption that FT work is ascribed the qualities of loyalty and commitment and whereas PT is devalued as uncommitted and unambitious. The all-staff equality survey is being used to further explore the perceptions of staff, especially with regard to promotion and PT working.

Output: Analysis of the staff survey, with recommendations in a report to the WAVE Working Group.

Outcome: All posts available on a flexible working basis to meet the needs of the organisation and the needs of the individual.

Action Reference PS04-003

The issue of the perception of PT work related particularly to Parents and Carers. It was agreed to establish a Parents and Carers network so that support could be made available from people in the same/similar position and this would be beneficial to the people directly involved in caring responsibilities.

Output: A Parents and Carers Network.

Outcome: Sharing of best practice, advice and support so that Parents and Carers could continue to make their valuable contribution to the organisation whilst fulfilling their parent/carer responsibilities.

Action Reference PS04-004

It was identified that a policy was needed for returners to work from any extended period of leave (maternity, paternity, parental, adoption, carer, career break etc) to ensure that people can catch up with skills, learn about changes in the organisation, request flexible working, and their personal development plans. CSC HR colleagues are drafting the policy.

Output: A Returners' Policy.

Outcome: A better understanding across the organisation of the needs of returners to the workplace. An increase in the number of people returning, and staying with the organisation, after a break, so that talent is not lost.

Challenge Identified 5

For Professional Services staff, women are more likely than men to be employed in lower grade clerical and secretarial roles.

WAVE Working Group Actions

Action Reference PS05-003

To address this, training has been put in place for a women-only management and leadership programme. There are two cohorts planned for 2015, with 24 delegates in total and will give women the opportunity to actively look at management or leadership roles together.

Output: Twenty-four women receive management and leadership training, with a programme for future years.

Outcome: More women are promoted into management and leadership positions.

Athena Swan Actions

Action Reference PS05-001

CSC will be including gender thinking in their Performance Development training and processes. This will link to the Unconscious Bias training mentioned above and will also link to the Performance Review process.

Output: Gender considered as part of the performance development review.

Outcome: Performance Reviews do not perpetuate the gender pay disparity.

Action Reference PS05-002

CSC will be running a work-shadowing scheme, with a view to exploring a job-swapping programme in the future. Training has been delivered in the selected College in February 2015 and the programme is now being further developed.

Output: Work shadowing pilot at College level.

Outcome: Work shadowing will provide women with the opportunity to experience other roles on a low risk basis and this will encourage them to apply for more senior/different roles.

Challenge Identified 6

Occupational segregation within Professional Services staff means some job types are potentially seen as 'women's work'.

WAVE Working Group Actions

Action Reference PS06-001

A review was undertaken of some Job Descriptions and Person Specifications including advertisement wording by the GPA and the Change Management Consultant. A change to the wording of Job Descriptions, Person Specifications and advertisements was recommended especially with regards to the language used that is likely to contribute to perpetuating currently gender segregated roles. This, in turn, generated more activity detailed below as an opportunity was presented.

Output: New wording of Job Descriptions, Person Specifications and advertisements/imagery.

Outcome: That traditionally gender segregated roles barriers are overcome and that people are appointed on their match to the organisation's stated values. Relevant training will be given for the tasks involved in the role.

Action Reference PS06-003

As a result of the review of Job Descriptions etc by the GPA and Change Management Consultant described above, CSC has identified an opportunity to trial an attempt to disrupt gendered occupational segregation as CSC needs to create a large number of new roles. These roles have traditionally been gender segregated, for example, catering is dominated by women whereas grounds-work/portering is dominated by men. CSC embraced the challenge to create a new job role of Campus Services Assistant that would require employees to work across all service areas – and be trained accordingly. A recruitment programme is being implemented that involves changing the job description, putting it through the HERA process, and recruiting against the team requirements to meet the values of the organisation rather than experience-based criteria.

Output: A recruitment and training programme that unpicks gender segregation by occupation.

Outcome: A gender balanced workforce that provides business benefits through its flexibility and diversity.

Athena Swan Actions

Action Reference PS06-002

CSC is looking to address what is perceived as ‘women’s work’ (and low pay) by reviewing job titles and with reference to best practice in other organisations. This will be done via the staff survey for the initial data capture.

Output: Report with recommendations to the WAVE Working Group.

Outcome: Improved perception of what had traditionally be seen as 'women's work' and a realignment of this work to the organisations stated values.

Challenge Identified 7

Amongst both academic and Professional Services staff, men are more likely to be employed on a FT basis.

All actions from Challenge Identified 7 are aligned to the Athena Swan plan so there are none that are managed directly through the WAVE Working Group.

Athena Swan Actions

Action Reference PS07-001 to PS07 -004

A series of Actions have been identified to address contractual segregation and the reason why more men than women are employed FT. This has been wholly apportioned to choice, but this is unproven. These actions are designed to discover whether it is choice – and whether that choice works for both the organisation and the individual. It will also seek to reduce the risk that PT work is taken by women because that is all that is available in the jobs that they do, meaning 'choice' is proscribed by the contract type on offer. The staff survey will investigate if people want to increase (or decrease) their number of working hours and the result of this by gender. It will also gather data on the perception of working PT hours at a senior level in the organisation.

Output: A report with recommendations that will be presented to the WAVE Working Group.

Outcome: Greater flexibility around working hours at all levels so that FT work is available for women and men if wanted whilst still meeting the business needs and the needs of the individual.

Future State

The concept of the stretch target enabled CSC to think more ambitiously about their aims. This has resulted in a number of the actions in the change management phase having completion dates in FY 2015/16, showing the opportunity to continue the work of the WAVE programme by extending the fully-supported change management phase in any WAVE continuation programme.

The WAVE Project Action Plan is now fully owned by the WAVE Working Group at CSC.

Conclusions and further learning from the change management phase and WAVE programme

Trust

The key learning from this programme, if a similar programme were to be set up in the future, is the establishment of trust. Engagement with an organisation needs to have already established trust in the research team and analysis before the change management phase can begin. Without the collaborative relationship that CU and CSC created and sustained, the change management phase would not have succeeded. The leadership from the Director of the WAVE programme at CU was the key enabler for the trust.

Sequencing

The project design, proceeding from research and analysis by CU to provide the evidence base, to the GPA report on organisational systems and practices and then to change management was essential. Each phase must be robust, and not subject to further challenge, to give the change management phase the credibility to enable moving to action at a rapid pace.

Time

Due consideration must be given to the amount of time needed to complete the stages of the programme.

The change management stage was allocated six months in the WAVE programme. Senior management buy-in and attendance at the workshop was the first essential component to the success of the programme. It was agreed that the workshop would be given top priority and fast-tracked. It took six weeks of close working and preparation time from the introduction of the change management consultant to an achievable date for hosting the workshop. Availability of all the key people was the driver for the date of the workshop.

A further four weeks was needed for CSC to work through, with Change Management support, the outputs from the workshop to create a credible Action Plan. The case study organisation then took full ownership of the Action Plan. The evidence shows a tremendous investment of will, time, resource, expertise and effort of staff at CSC to create impact and improvement through this programme.

Over the six month period, the Change Management Consultant worked extremely closely with CSC to ensure:

- prioritisation of the work
- clarification of the requirements
- signposting to specialist skills within the WAVE team
- monitoring through progress meeting
- support for the A&VL
- support for workstream and workpackage owners
- project management discipline
- recording and version control of the documents
- strategic alignment
- recognition, encouragement and enthusiasm for the programme
- offering challenge and one-to-one on-call critical friend

Project management discipline

Ensuring that key deliverables and milestones are met takes careful planning, and close monitoring. It is worth noting that projects rarely fail because of one major catastrophe – it is far more likely that failure is the result of a series of small, seemingly insignificant, actions that slip or miss a deadline. CSC demonstrated project management discipline at all levels of the organisation including the work-stream and the work-package owners.

Acceptance of change

The organisation must be change ready and be prepared to accept challenge to their current practices. Once this has been established, the organisation can genuinely move to implementing change. A real sense of ownership must be evident. Useful indicators that this has been achieved are:

- converting plans into existing templates
- comms from A&VL
- change management terminology appearing in other parts of the organisation's business
- recognition that the change management consultant is a critical friend
- recognition that the change management consultant is a safety net
- the organisation accepts challenge and decides to do more/better/faster.

Change Management Support

With such complex issues to address, the Change Management support would be appreciated for a much longer period of time. CSC is well underway with its Action Plan but would have appreciated a longer period of change management support to feel confident that the organisation doesn't move to the 'path of least resistance' over time.

Feedback from CSC has been consistent that without the change management support, actions would not have been developed or delivered to the same extent, and that the change management stage was seen as vital. CSC recognises that they would benefit from this level

of support if it were available beyond the initial change management stage. In particular, the need for a critical friend will be a significant gap as they face the challenges that are the crux of making systemic changes. For the work to become fully embedded they would like a further six to twelve months of close change management support.

WAVE CU acknowledge that ideally a longer support time frame would have been helpful and will plan accordingly in future iterations of the programme.

Recommendations

It should be recognised that the change management phase is only the start of the changes the organisation will implement. These will deliver outputs but outcomes will occur downstream and it would be useful to draw down annual data sets and put impact measures in place for longitudinal study assessments.

On-going monitoring of the data should be conducted to ensure that the outputs result in the expected outcomes - reducing gender pay disparities. Given these are long-held and deep-rooted causes that are systemic within labour market and organisations, it would be useful to collect data over a ten year period to really understand the long-term impact.

References

Parken, A., and Davies, R. (2014) *Employer Case Studies, Case Study C: Phase 1 Results*, Research Report for the Women Adding Value to the Economy (WAVE) programme, ESF funded through the Welsh Government, Cardiff: Cardiff University

Parken, A., Pocher, E., and Davies, R. (2014) *Working Patterns in Wales: Gender, Occupations and Pay*, Research Report for the Women Adding Value to the Economy (WAVE) programme, ESF funded through the Welsh Government, Cardiff: Cardiff University

Prosci PCT Model

Prosci ADKAR Model

Prosci Risk Summary Model