

**Women Adding Value to the Economy  
(WAVE)  
Report of the Change Management  
Phase  
Case Study A**

**Sharanne Basham-Pyke  
Shad Consultancy Ltd  
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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
CSA	Case Study A
CU	Cardiff University
FT	Full Time
GPA	Gender Pay Analyst
GEPN	Gender Employment and Pay Network
KOF	Key Opinion Former
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 A – 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 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 team will develop and disseminate a 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 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 A (CSA). 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 A

CSA is a Local Authority (unitary). HR leaders volunteered to participate as a collaborating employer in the research. They demonstrate a raft of

good employment practices, having already implemented ground breaking equality schemes, in a number of employment and policy areas. They have established a reputation for being prepared to take on a challenge. After CU had completed the employment and pay analysis stage, CSA were provided with presentations and a final report of the findings and recommendations (Parken, Pocher and Sloan, 2013). The report showed there were **no** hourly pay gaps for employees at within the same grades. Despite this, the employment and pay analysis showed evidence of vertical, horizontal and contractual segregation in the employment structure leading to pay disparities between men and women. These patterns of employment do not give rise to legal remedy but will, if unchanged, mean that gender pay disparities will remain. The employer wished to introduce improvements to employment systems, which would change this picture over time.

Subsequently, 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 CSA. The change management phase 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.

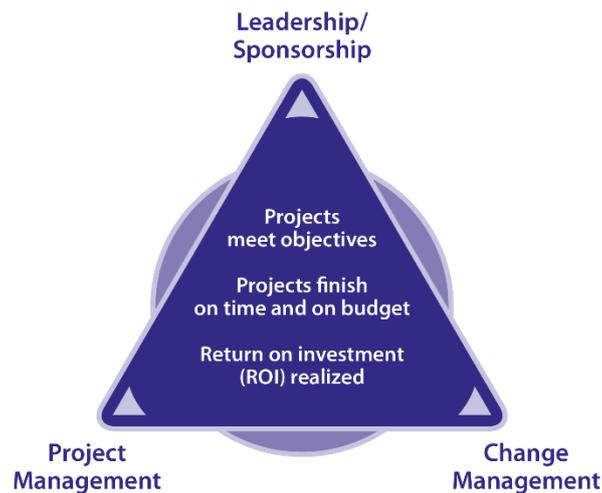
In order to carry out this employment and pay analysis it was vital that the CU WAVE team created and maintained a high level of trust with participating organisations. This was essential as the data is sensitive and the case study organisations had to know that their workforce data

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 for 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. CSA 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 CSA was selected to move into the change management phase.

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



### Prosci® PCT™ Model

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

The Change Management Consultant 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 research<sup>1</sup> of best practice in change management, has consistently identified active and visible leadership as the number one contributor to success. The first activity for CSA, 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
- 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. A Group Director who was also a member of the Corporate Management Team Director was identified for the A&VL role.

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<sup>1</sup> Prosci 'Best Practices in Change Management - 2014 edition'

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 CSA. The purpose was to ensure early buy-in to the change programme and the principles of change. Shad Consultancy 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 (KOF) all to input and challenge the issues identified before the agenda was circulated. CSA then hosted their Change Management workshop on 19<sup>th</sup> November 2014. Seven senior managers from across the business 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, operational managers were included in the workshop alongside colleagues with strategic roles. This ensured the actions also aligned to the strategic business aims.

The structure of the workshop was designed to enable CSA to take ownership of the Problem Statements, agree measures, action owners, and suggest timelines. At the workshop the roles of the A&VL and the role of the MPOC was 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"> <li>• Background to WAVE and Cardiff University's role</li> <li>• Research evidence presentation for Case Study A</li> </ul>
5.	Gender Pay Analyst <ul style="list-style-type: none"> <li>• Report and key findings for CSA</li> </ul>
6.	Session 1 – Challenging 2 groups: discuss the Problem Statements and the threshold, target and stretch measures
7.	Session 2 – Resolving <ul style="list-style-type: none"> <li>• Group discussion</li> <li>• Agree new measures</li> </ul>
8.	Session 3 – owners <ul style="list-style-type: none"> <li>• Nominate owners</li> <li>• If natural owner is not in workshop then allocation of caretaker owner to pass on actions</li> </ul>
9.	Session 4 - Next steps <ul style="list-style-type: none"> <li>• Owners</li> <li>• Actions to be completed by 28/11/14 <ul style="list-style-type: none"> <li>○ Programme management</li> <li>○ Governance</li> <li>○ Individual action plans</li> </ul> </li> </ul>
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 low risk as it was both ready for change and had decided to make small incremental changes in a phased approach rather than a large disruptive change.

## Prosci Risk

### Summary

Change resistant	<b>Medium Risk</b>	<b>High Risk</b>
Change ready	<b>Low Risk</b>	<b>Medium Risk</b>
	Small incremental	Large disruptive

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

A working group, The WAVE Programme Monitoring Team, was established, led by the A&VL. Monthly review meetings were committed to the diary, and although individuals took ownership of work-streams and work-packages, collaboration was encouraged. This ensured that actions were agreed collectively and therefore realistic for the whole business and did not become 'siloes'. 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.

Additionally, the organisation demonstrated their commitment by assigning one of their small cohort of graduate trainees for a six month period to the programme and this role included being 'custodian of the master document' (CMD) to ensure accurate version control in the creation, and storage, of documents.

From the research and the GPA report, the Change Management Consultant had identified six problem statements (PS). These were presented to CSA and worked through at the workshop with suggestions for threshold, target and stretch measures.

After the workshop, the six PS were converted into six priority areas:

1. Address low earning work being seen as 'women's work'
2. Simplify the language used in contracts to reduce assumptions made based on existing definitions
3. Identify business need for casual contracts
4. Address issues that lead to vertical and horizontal segregation within the workforce
5. Address issues that can lead to gender stereotyping and/or bias in allocation of job roles and within workplaces
6. Identify and address impact of working pattern choices on the business and employees

Each of the above were then linked back to overarching themes:

- what we are trying to achieve
- why we need to do it
- the organisation's integrated overall programme

- understanding the difference it will make to service users

Each priority area was allocated a lead (work-stream owner) who then delegated tasks to appropriate people within the organisation (work-package owners). These Priority Areas have generated **20** Critical Actions and **54** key milestones for the period between November 2014 to Financial Year 2016/17, some of which have been acted upon already and some of which will inform the organisation's Strategic Equality Plan (SEP) for 2015-2017.

There is comprehensive acknowledgement of the importance of these actions to help the organisation reach its stated ambitions in the SEP, which is *'to contribute to employability and economic growth by addressing the causes of gender pay difference. As a result the organisation will have fairer processes in place, mitigating its financial risk. It will show its commitment to fairness for all employees, which will lead to better continuity as a result of staff retention and workforce stability which, in turn, will maximise organisational intelligence. These actions will enable CSA to become a more attractive employer.'*<sup>2</sup>

The statement of these ambitions shows 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. There will be business benefits for the organisation as it will be able to realise the talent in the whole

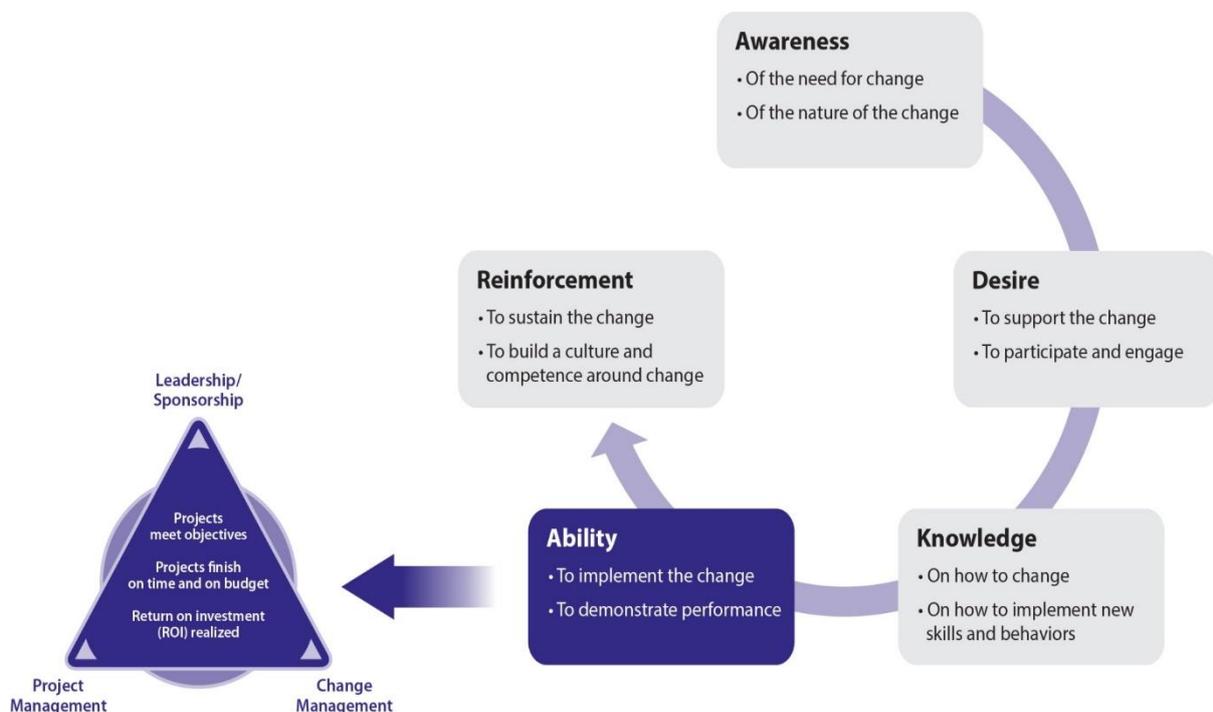
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<sup>2</sup> WAVE Project Action Plan – NB fairness does not mean 'the same for everyone' but allows the organisation to implement actions to ensure equality of opportunities.

organisation, regardless of gender, and will be able to grow the talent and potential of 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. However, CSA proved themselves to be exemplary in their 'Desire' (the commitment to support and participate in the change). The Change Management Consultant provided help and support as they moved to 'Knowledge' and 'Ability' on individual key priority areas. The A&VL has responsibility for Reinforcement.

The Regular review (monitoring) meetings were held to ensure the actions based on the Key Priority areas identified (see above) led to improvements for the organisation and for individual women.



## Key Priority 1

### Actions to address low earning work being seen as 'women's work'

As part of Key Priority One, '*address low earning work being seen as 'women's work'*', the research showed that 1/3<sup>rd</sup> of all jobs in the CSA workforce are in the lowest three grades and the vast majority of these are part-time (PT) and worked by women. Men were four times more likely to be working full-time (FT) in the lowest three grades than women.

A consultation with grade 1-3 staff (lowest pay) is being carefully managed to ensure their voice is heard and that change represents realistic improvements directly to the people affected in terms of retention, training and aspirations for progression. An initial consultation with their line managers is planned to understand how they communicate with and supervise these staff, including how often they are appraised/made aware of development opportunities. The consultation is expected to be complete before the end of Quarter 1 2015/16 (June 2015). The timeline has been dictated by business needs and ensuring maximum response rates. The questionnaire has been developed using expertise from the WAVE programme regarding the design, communication channels, timelines and question structure to ensure that information gathered is useful.

**Output:** Consultation with Line Managers of staff grade 1-3, which will be analysed to understand what is needed for people in the organisation on the lowest pay.

**Outcome:** Understanding from this group, which is female dominated, will enable changes to be made that directly affect gender pay disparity in the organisation. Implementation of this phase is planned for January to March 2016.

## Key Priority 2

### Actions to address uneven gender distribution of working hours

The research identified that the vast majority of lower paid roles were also PT, resulting in low annual earnings. At Grade 9 and above, PT working is unusual although it is pleasing to see that there are some permanent PT roles. As part of Key Priority Two, '*simplify the language used in contracts to reduce assumptions made based on existing definitions*' CSA worked with their Legal team and Pensions team to remove reference to FT and PT in contracts of employment. The contracts now refer to actual number of contracted working hours, which will be additionally beneficial, as employees will better understand their pension entitlement as a calculation of contracted hours. This is being implemented on all **new** contracts.

**Output:** New contracts state contracted hours and not FT/PT. This was implemented in March 2015.

**Outcome:** All staff will understand that the Local Authority operates a flexible working policy. It will normalise that people work different hours, in different patterns and it will remove any unexamined assumptions that FT signifies loyalty and commitment and whereas PT signifies uncommitted and unambitious. People will be known in the future by their job role (not PT job role which can have a devaluing effect on the work undertaken and the person in post). As the vast majority of people on PT hours are these actions will have a greater beneficial effect for them.

### Key Priority 3

#### Actions to address casual work

The research identified that casual work is centred on lower paid roles, disappearing completely after Grade 7. A small percentage of the casual workforce average 30+ hours per week and average tenure of casual roles is long-term, at over 2 years for women. The way the analysis was run clearly showed the departments and jobs in which casual contracts had become prevalent so that individual conversations could be held with employees who had been working in this pattern for a long period.

In addition, a small number of workers have multiple casual contracts with the employer. This clearly shows that for some people (including many who have multiple term-time contracts) more working hours are wanted, and that many casual staff may prefer permanent contracts. In Key Priority Three, '*identify business need for casual contracts*' the organisation is undertaking a further review of casual contracts to ensure that the business need is genuinely casual and that this is providing suitable work of **choice** for the people involved.

Further scoping and analysis of casual contracts is underway. This will involve interrogation of the data on the number of employees on casual contracts, job role, number of hours worked and length of service so that service areas with high usage of casual contracts can be confirmed and targeted action agreed. This workpackage will result in the preparation and presentation of the findings and recommendations to the Corporate Team by December 2015.

**Output:** Report with recommendations.

**Outcome:** Contribution to employability whilst ensuring casual contracts fulfil a business need for the organisation and financial needs for employees. This outcome will help to provide a conversion to a permanent contract, where appropriate.

#### Key Priority 4

##### Actions to address Vertical and Horizontal Segregation

The research demonstrated that although women are three quarters of all employees in CSA they are only around a third of those in the senior positions in the core grading structure and absent from the most senior positions. Key Priority Four was created to *‘address issues that lead to vertical and horizontal segregation within the workforce’*.

To start to address this the WAVE programme delivered Unconscious Bias training on 30<sup>th</sup> March 2015 to the HR community who manage recruitment policies and recruitment programmes. This community will also be responsible for cascading the training to all recruiting managers.

This action will directly influence a change in recruitment processes as well as the people who are conducting interviews at all levels.

**Output:** Training, and cascaded training programme, of wider HR community and Line Managers in the organisation alongside those who have a direct influence of recruitment into roles at any level. All recruiting managers will be trained to recognise gender bias in the recruitment process.

**Outcome:** A fairer, more gender sensitive/aware recruitment process into all posts that will eventually remove the vertical gender segregation, resulting in unbiased appointments, a more equitable succession

planning process and a positive impact on career progression for women in the organisation.

The research also showed that a much higher proportion of men's employment in the organisation was positioned in the higher parts of the grading structure than women's, despite men being less than quarter of all staff. Also as part of Key Priority 4, a number of initiatives to address the issues that lead to vertical and horizontal segregation within the workforce have begun. These include:

- developing appropriate talent pools
- review existing flexible working policies and other policies that could encourage both women and men to work more flexibly
- develop a career break scheme, that encourages both men and women to return to the organisation after taking a career break (for any reason)

**Output:** A variety of schemes have been agreed by the organisation and actively promoted including visible use of role models who are making use of the schemes for their own working life.

**Outcome:** Greater number of women moving vertically in the organisation. Better succession planning will make use of all the talent in the organisation. Greater flexibility, and therefore productivity, for the entire organisation. Greater acceptance of women and men returning to the workplace after any sort of a career break (maternity/paternity/adoption/career break/sabbatical). Normalising a break in working life so this is not seen as something related only to women with childcare responsibilities.

## Key Priority 5

### Actions to address Vertical Segregation

As mentioned above, women are three quarters of all employees yet they hold only around a third of senior positions and are absent from the most senior positions. Key Priority Five was created to '*Address issues that can lead to gender stereotyping and/or bias in allocation of job roles and within workplaces*'.

As discussed in relation to actions in Key Priority Four, CSA delivered Unconscious Bias training on 30<sup>th</sup> March 2015 supported through the WAVE programme at CU. The second audience to receive the training was the senior management team and key politicians as they are directly involved in the recruitment of senior posts.

**Output:** Training of KOFs in the organisation alongside those who have a direct influence of recruitment into senior roles.

**Outcome:** A fairer, more gender sensitive/aware recruitment process into senior posts, especially those at Corporate Director and CEO level, that will eventually address vertical gender segregation, resulting in a positive impact on career progression for women in the organisation.

### Actions to address Horizontal Segregation

Key Priority Five was underpinned by the research findings, which showed horizontally gender-segregated roles. All departments are staff predominantly by women, with the exception being Environmental Services.

The organisation is starting to address the issues that can lead to gender stereotyping and/or bias in allocation of job roles and within workplaces by further exploring:

- job shadowing/swapping scheme
- extending the concept of work experience across the whole organisation not just for external students/pupils
- training HR managers and recruiting Line Managers who write job descriptions and person specifications - so that they do not perpetuate the default of creating 'women's work' at low contract hours
- developing a comprehensive approach to flexible working that brings together existing policies and new ideas around:
  - annualised hours
  - compressed hours
  - flexi-time
  - agile working.

## Key Priority 6

### Actions to address working patterns

As part of Key Priority Six, '*identify and address impact of working pattern choices on the business and employees*', a significant amount of further research and analysis is underway and more planned. This involves engaging with Service Managers, staff and HR to explore their experience around implementing flexible working and contractual changes to accommodate business and personal needs. This work has been moved to the Strategic Equality Plan so that the requirements of the research can be built into the data sources.

**Output:** A report will go to the Corporate Management Team in January 2016.

**Outcome:** CSA will fully embrace flexible working for all appropriate roles regardless of where they reside in the organisation. This will, clearly, be in the context of business need.

CSA has good policies for flexible working but the change management phase identified that the policies weren't always consistently offered across the whole organisation and that there was confusion over the mix of policies available. Work is underway to communicate and promote flexible working practices to managers and staff throughout the organisation (including encouraging men to reduce hours, where appropriate).

**Output:** A rationalisation of the flexible working policy with other policies

**Outcome:** Greater use of flexible working delivering business benefit to the organisation (increased productivity of flexible workers) and the individual, especially women where flexibility is key to balancing multiple responsibilities.

### Future State

The concept of the stretch target enabled CSA 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 2015/16 and 2016/17, 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 Project Team at CSA. The intention is that this is migrated into the Strategic Equality Plan (SEP) so that the actions, outputs and outcomes are embedded.

## Communications

To raise awareness of the programme 12,000 people have received a message from the A&VL in their payslip telling them about the WAVE programme and why challenging gender pay gaps is important to the organisation. It is a call to action to support the work of the WAVE project.

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

### 1. 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 the trust before the change management phase can begin. Without the collaborative relationship that CU and CSA created and sustained the change management phase would not have succeeded.

### 2. Sequencing

The project design, proceeding from research and analysis 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.

### 3. 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 six weeks was needed for CSA to work through, with dedicated Change Management support, the outputs from the workshop to create a credible Action Plan. A further four weeks was then needed for the case study organisation to take full ownership of the Action Plan.

Over the six month period, the Change Management Consultant worked extremely closely with CSA 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

- coaching for the graduate
- project management discipline
- recording and version control of the documents
- strategic alignment
- recognition, encouragement and enthusiasm for the programme
- offering challenge and 121 on-call critical friend

#### 4. 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. CSA demonstrated project management discipline support at all levels of the organisation including the work-stream and the work-package owners.

#### 5. 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:

- logo appearing on documentation
- 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.

## 6. Change Management Support

With such complex issues to address, the Change Management support would be appreciated for a much longer period of time.

CSA 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 CSA 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. CSA 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 the gender pay disparity. Given these are long-held and deep-rooted causes that are systemic within the labour market and organisations, it would be useful to collect data over a ten year period to really understand the long-term impact.

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