

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

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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, dedication and effort, none of the results described here would have been possible.

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List of Abbreviations

A&VL	Active and Visible Leader
ADKAR	Model for managing change – Awareness, Desire, Knowledge, Ability, Reinforcement (Prosci)
AfC	Agenda for Change
CMD	Custodian of the Master Document
CSB	Case Study B
CU	Cardiff University
FT	Full Time
GPA	Gender Pay Analyst
GEPN	Gender Employment and Pay Network
HR	Human Resources
KOF	Key Opinion Former
KPI	Key Performance Indicator
M&D	Medical and Dental
MPOC	Main Point of Contact
OD	Organisational Design
PCT	Project Change Triangle (Prosci)
PDR	Personal Development Review
PFT	Permanent Full Time
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 B – 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 B (CSB). 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 B

CSB is a Local Health Board. The Equality and Diversity Lead, alongside HR and OD colleagues, volunteered to participate as a collaborating employer in the CU WAVE employment and pay analysis research. They demonstrate a raft of good employment practices, having already implemented a number of equality schemes in a number of employment and policy areas. This has been driven by their own initiatives and the work on the Agenda for Change (AfC), a UK wide framework. The Welsh NHS was part of the national pay agreement system pre-devolution, and since 1999 has continued to mirror pay agreements across the UK. However, on the 9th July 2014, the Health Minister for the Welsh Government announced that the NHS in Wales would become a Living Wage employer from September 2014.

CSB has established a reputation for being prepared to take on a challenge. After CU had completed the employment and pay analysis stage, CSB was provided with presentations and a final report of the findings and recommendations (Parken and Sloan, 2014). The report showed there were **no significant** gross hourly pay gaps for employees within the AfC banding structure. The success of the AfC programme is visible.

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 CSB. 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, October 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.

CSB 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 CSB was selected to move into the change management phase.

The Change Management phase for CSB commenced in October 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 CSB.

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 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 CSB, 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

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

- 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

The Director for Workforce and Organisational Design (OD) was identified for the A&VL role. This role was supported by Shad Consultancy, working in the WAVE Change Management Consultant role.

Working directly from the research and the GPA report, Shad Consultancy created a plan for CSB. 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. CSB then hosted their Change Management workshop on 20th November 2014. Eleven 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 CSB 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"> • Background to WAVE and Cardiff University's role • Research evidence presentation for Case Study B
5.	Gender Pay Analyst <ul style="list-style-type: none"> • Report and key findings for CSB
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"> • 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.	Session 4 - Next steps <ul style="list-style-type: none"> • Owners • Actions to be completed by 27/11/14 <ul style="list-style-type: none"> ○ Programme management ○ Governance

	o 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 had decided to make small incremental changes in a phased approach rather than a large disruptive change, however, it was likely to encounter some resistance to change.

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 working group, The WAVE Programme Team, was established, led by the A&VL. Fortnightly 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 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 CU research, recommendations and the GPA report, the Change Management Consultant had identified eight problem statements (PS). These were presented to CSB and worked through at the workshop with suggestions for threshold, target and stretch measures.

At the workshop, it was agreed that six PS were to be taken forward (PS02 and PS07 were archived):

PS01 Band 1 equates to low earnings. Most of these roles are in Health Care, laundry, cleaning and catering.

PS03 Do Bank workers want a permanent or fixed term contract?

PS04 Although vertical segregation presents some premium 'women's work' in Band 5 and above there is still gender pay disparity in weekly and annual pay.

PS05 There are some departments where men outnumber women despite 81% of the workforce being women

PS06 Lack of understanding of the business impact of number of women who do not return to work after maternity leave/career breaks

PS08 The Medical and Dental staff group findings are at odds with other groups e.g. only 1/4 of PFT roles are filled by women and this group overall is male dominated despite the organisation being 81% women

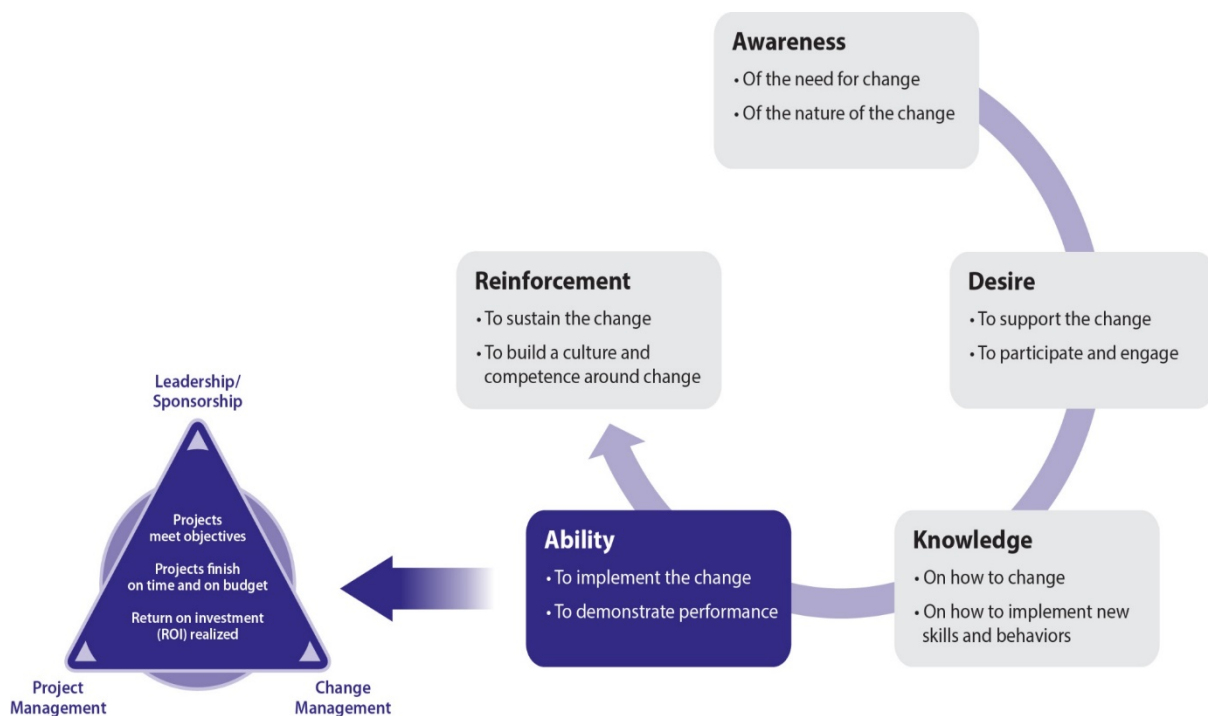
Each PS was allocated a lead (work-stream owner) who then delegated tasks to appropriate people within the organisation (work-package owners). This work has generated **20 Actions** and **57 workpackages** for the period between November 2014 to Financial Year 2015/16, some of which have been acted upon already and some of which will inform the organisation's updated Strategic Equality Plan (SEP) for 2012-2016.

There is comprehensive acknowledgement of the importance of these actions to help the organisation reach its stated ambitions in the SEP, which is 'to positively contribute to a fairer society through advancing equality in our day to day activities'. The WAVE Actions are specifically mentioned as enablers for the SEP.

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 of the whole organisation 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, CSB's WAVE Programme Team members that regularly attended the progress meetings 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 work-streams and work-packages. The A&VL has responsibility for Reinforcement.

The regular WAVE programme meetings were held to ensure the actions based on the PS identified (see above) led to improvements for the organisation and for individual women.



PS01 - Band 1 equates to low earnings.

Actions to address contractual segregation

As part of PS01, 'Band 1 equates to low earnings. Most of these roles are in Health Care, laundry, cleaning and catering', the research showed that over 90% of all Band 1 jobs in CSB are held by women.

A consultation (pulse survey) with Band 1 staff (lowest pay) was undertaken to ensure the voice of Band 1 staff is heard. The results from over a hundred staff provided discussion points for LMs around perceptions of aspirations for progression and communication with Band 1 staff.

The results also provided a direct input into the Personal Development Review (PDR) training developed for the LMs of Band 1 staff. Actions on which they will be evaluated will include their management of the appraisal process and how they appraise staff in Band 1 of development opportunities.

Specifically, the training looked to address the perceptions of the disproportionate impact on welfare transfers of increasing the number of hours worked or seeking move to a higher grade. It also looked at educational barriers to progression i.e. the fact that some staff do not have adequate essential skills and how this could be addressed.

Training included advice around the changes that will occur as Universal Credit is rolled out in the locality. The pilot on 10th March 2015, which was supported by the WAVE programme, Job Centre Plus and Citizens

Advice Bureau, provided support for LMs to discuss these issues with their staff. The second pilot will take place in May 2015.

An interesting outcome from delivering the training on welfare transfers is that a number of LMs realised they were personally entitled to some benefits (e.g. Carers) and that the training was not only relevant to Band 1 staff but to Band 2 and 3 – and potentially higher grade posts too.

This PS area will also seek to create an internal Careers Advisory Service in the future and a coaching programme for lower graded staff.

Output: Consultation with Band 1 staff, which has been analysed to understand what is needed for people in the organisation on the lowest pay. There was a higher number than expected responses that indicated they were interested in career progression. Previously there was an assumption that Band 1 staff had low levels of aspirations. The PDR Training is now designed to engage and encourage staff in considering promotion/increased hours. The issues identified in the pulse survey will be addressed in PDRs over the next year and staff progression during this period will be monitored.

Outcome: A greater proportion of this group, which is female dominated, increasing hours and achieving promotion that will directly affect gender pay disparity in the organisation. The organisation will benefit from retention of skills and knowledge of the business and a reduction in external recruitment costs.

PS03 Bank workers

Actions to address casual work.

CSB operates a Bank system for qualified nurses and unqualified healthcare assistants. There was only anecdotal evidence for the needs of this group. Therefore, a Bank workers survey was undertaken that captured the needs and aspirations of the group. In particular, the survey aimed to discover whether Bank workers were content with this arrangement and or would like permanent or fixed term contracts?

The survey received a very high response rate (36%) and provided quantitative and qualitative data. No new issues were identified from the survey with the majority of respondents indicating Bank work suited their individual needs. Many indicated that it supported their training needs and that they could work as unqualified Bank workers whilst gaining their qualification.

The issues that were raised by a minority of respondents are being addressed by the Bank Lead for the organisation. There are some issues that will not be addressed as they do not align with the strategy of the organisation. The rationale for these decisions will be communicated to Bank staff.

However, a change to the process for recruitment was made as a result of the CU's WAVE findings and the advanced notice that permanent vacancies would be arising was communicated to Bank staff before an external recruitment campaign was launched. This resulted in the initial appointment of 17 Bank workers into permanent posts – around half of

the applicants. The survey of non-successful applicants (and those who didn't apply) evidenced that the reason they weren't appointed was the unavailability of roles in their local area. In subsequent months this has increased to 47 people appointed from the Bank into permanent posts – 80% of which are nurses.

Additionally, the success of the response to the Bank survey (where invites were sent by text) has resulted in the use of other media to communicate with Bank workers. A closed group Facebook page has been created exclusively for the use of Bank workers and information is shared and available shifts and vacancies are posted. CSB was unclear if Bank workers would want to use social media in this way but the registration of over 60 Bank workers in the first 2 hours confirmed that this development was welcome. The Facebook group is **additional** to their traditional communication channels to ensure that people are not excluded.

Output: A completed, analysed and actioned survey for Bank workers. A process change so that Bank workers are informed of vacancies before external recruitment commences. Use of social media.

Outcome: Continued use of the Bank to fulfil business needs and those of the individuals concerned. Conversion to permanent roles where this meets the needs of the organisation and the individual.

PS04 Vertical segregation in Band 5 and above

Actions to address vertical segregation

The research identified that CSB offers some premium work for women and should be congratulated for the initiatives it has undertaken under AfC. However, there is still vertical segregation, often compounded by differently gendered working patterns.

The Actions for this PS, are longer term, and activities are planned for the current Financial Year (2015/16) and subsequent year 2016/17.

These will involve:

- creating a Job Shadowing programme for higher grade work
- raising awareness of PT working at higher grades to normalise the concept in the organisation
- actively promoting job share/reduced hours working at higher grades
- facilitating job sharing by creating a database of people willing to consider job shares.

To help address this Action, CSB has reviewed its 'retire and return' scheme to take account of other staff members in the department where the applicant works rather than just considering the individual and the service needs. This could prevent opportunities being blocked at higher levels where posts are currently held predominantly by men working to a full time norm.

Output: A number of initiatives to address PT working at higher grades.

Outcome: Retention of talent to fulfil a business need for the organisation and financial/career needs for employees. This outcome will help to provide a more flexible workforce meeting the needs of the business and the individual.

PS05 Departments where men outnumber women

Actions to address Occupational Segregation

The research demonstrated that over 80% of the workforce at CSB are women. However, gender segregated jobs/departments that are dominated by men e.g. IT, Estates etc can perpetuate the perception that this is men's work'. Actions were put in place to address a pilot area – IT.

Initial analysis sought to identify opportunities for transferrable skills from general admin roles into IT. This analysis identified that there were roles in IT that used the same skills as admin but that these were on the same pay Band. There was no advantage for women to move into these roles from a pay perspective and so CSB considered if there were better career progression opportunities. This proved not to be the case as the career progression in IT depended on technical skills and qualifications.

CSB decided to focus on where it could have the greatest impact for women. Analysis of the current state identified that 25% of applicants in 2014-15 were women but none were appointed. (One post attracted more than 50% women applicants.) Therefore, the issue with job segregation did not appear to be in the Job Description, Person Specification or Job Advert stage (although all of these are being reviewed for improvements and to address any known 'chill factors' that

discourage women from applying) but at the shortlisting and interviewing stages. These two stages are the focus for the change.

To address the issue that the women applicants lacked the relevant experience for the posts advertised, a scheme has been introduced to allow potential applicants to spend time in the IT department to gain experience and knowledge. This has already been implemented for 2 female applicants and one has subsequently achieved a higher graded post.

Output: A coaching and mentoring scheme for unsuccessful female applicants – internal and external - that will be implemented in IT and rolled out to other male dominated areas in the organisation.

Outcome: Greater number of women working in male dominated areas across the organisation. And a greater number of men working in female dominated areas in the future, when CSB will look to address other areas of the organisation that are not gender balanced.

Actions to address unconscious bias in recruitment

Additionally, CSB is looking to address any unconscious bias during shortlisting and interview stages of recruitment across the organisation. Through the WAVE programme Unconscious Bias training was delivered on 23rd March 2015 to 36 people in total.

The two audiences were made up of HR Professionals, LMs with responsibility for recruitment and Equality Experts from other Health

organisations. This approach ensured that the learning is disseminated through 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. The approach has already been adopted in job evaluation training.

Output: Training and cascaded training programme to wider HR community and Line Managers in the organisation alongside those who have a direct influence on 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.

Actions to address gender impacts in the recruitment process

CSB is introducing as a result of CU's WAVE research a 'checkpoint' at recruitment stage to help to ensure that gender bias is not perpetuated. This involves checks for the Vacancy Control Panel so that the impact on gender is understood as each vacancy is authorised and the AVL is part of this process.

Output: A revised approach for vacancy approvals via the Vacancy Control Panel. The actual system cannot be changed as it is an All Wales system owned by Shared Services.

Outcome: An intervention in the perpetuation of gender biased roles that mean that 'women's work' is often part time in low paid and low valued jobs.

PS06 Business impact of non-returners after maternity leave

Actions to address impact of a break in continuous presence in the workplace

A comprehensive analysis was undertaken of the experience of returners from maternity leave. Information was not available for career breaks or the new paternity leave arrangements, and this information has been requested to be captured for future years.

CSB discovered it had very low level (less than 1%) of non-returners from maternity leave or those leaving within six months of their return, further endorsing their position as a premium source of employment in the local area.

On further analysis the majority on non-returners were on rotation of assignment (junior doctors) so wouldn't have returned to CSB anyway. Of the remaining cases a 'deep dive' was conducted and no major issues were identified but a few learning points were identified, mainly around communication. These have been actioned on an individual basis and included in training and guidance for the LMs of people taking a career break for any reason.

An annual review has been set up and included into the KPIs and built into the Action Plan. It will also feature in the Strategic Equality Plan, 2016-20.

Output: Analysis of non-returners from maternity leave.

Outcome: An annual review to ensure best practice for returners from maternity/paternity/adoption/career breaks etc. Ensuring that talent returns to the organisation bringing business benefits to the organisation and the individuals.

PS08 Medical and Dental staff group findings

Actions to address occupational segregation

CSB's workforce is female dominated but the Medical and Dental (M&D) staff group findings are at odds with other groups, for example, only a quarter of Permanent Full Time roles are filled by women and this group overall is male dominated despite the organisation being over 80% women.

CSB has consulted with the British Medical Association for a UK understanding. CSB has agreed Actions to address the issues including gaining a better understanding of the practices of M&D staff and to understand whether patterns are age related. More data is being gathered to understand the impact of the allocation of staff by the Deanery during Foundation training years.

The initial review of the data shows an age bias for men in senior posts with an increased percentage of women in the pipeline (aged 35-45) but this is still not gender balanced even when under 35s are included.

Further information gathering is underway to ensure that Actions are put in place once the full picture is understood by the organisation. This includes a review of Job Descriptions and Vacancy Adverts.

CSB has agreed to challenge the national development of the creation of multi-disciplinary consultants being referred to as 'Sub Consultants'. These roles are specifically designed not to follow an exclusive single specialism (e.g. respiratory, cardiac etc), but take a more holistic approach as people are living longer and developing more than one chronic condition. The roles are likely to appeal to women entering the Consultant career route. Introducing a 'Sub Consultant' categorisation is likely to exacerbate, rather than help, the vertical segregation in M&D. CSB will be lobbying to ensure these roles are seen as 'Peer Consultants'.

Output: A report with recommendations will go to the WAVE Group.
Lobbying for 'Peer Consultants' roles.

Outcome: A programme of Actions will be put in place to ensure gender balance is in place within M&D.

Future State

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

The WAVE Project Action Plan is now fully owned by the WAVE Project Team at CSB and work is underway to continue to monitor it and align it to the SEP so that the actions, outputs and outcomes are embedded.

Communications

CSB plans to communicate more widely when more Actions have been completed and data for the successful outputs and outcomes is available. The comms plan will be led by the A&VL.

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 CSB 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 key people was the driver for the date of the workshop.

A further six weeks was needed for CSB 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 CSB 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

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. CSB demonstrated project management discipline 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:

- 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.

CSB 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 CSB 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. CSB 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.

References

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

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Prosci PCT Model

Prosci ADKAR Model

Prosci Risk Summary Model