



# Research Report



## Evaluation of Women and Work Sector Pathways Initiative – Phase 3

Prepared for: UK Commission for Employment and Skills



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## – Phase 3

**Prepared for: UK Commission for Employment and Skills**

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## 1 Executive Summary

This is the summary report for the Phase 3 Evaluation of Women and Work Sector Pathways Initiative (WWSPI) commissioned by the UK Commission for Employment and Skills (hereafter referred to as, the UK Commission).

This first chapter highlights the key findings from this evaluation. Chapter 2 summarises the hard outcomes, in terms of the qualification and employment benefits achieved by Phase 3 participants. Chapter 3 then reviews the policy considerations of the evaluation findings. Chapter 4 provides an introduction and background to the WWSPI and the survey methodology used to evaluate the programme (which comprised of telephone and online surveys during July and August 2010). Chapter 5 through to Chapter 11 takes us through the detailed findings from the Phase 3 quantitative evaluation, amongst 338 employers and 1,060 participants. In chapter 12 findings from 152 follow up interviews with participants from Phase 2 of the initiative are reported and summarised, although the key hard outcomes are also summarised here.

The SSCs have been funded to lead on the WWSPI, which is intended to test new recruitment and career pathways for women in sectors, sub-sectors or occupations where they are under-represented and where there are skills shortages.

The initial WWSPI pilot (Phase 1) was completed in March 2008. The quantitative and qualitative evaluations revealed that this first Phase achieved its targets (almost 8,000 women beneficiaries); that satisfaction levels were high (96% amongst employers and 90% amongst participants); 8 in 10 participants had gained a positive outcome in terms of changes in job role, increased pay or gaining a qualification; that the free/subsidised training had helped women to overcome a key barrier to training and provided training opportunities that would not otherwise have been available (additionality); and that the majority of stakeholders in the skills and training infrastructure talked enthusiastically about WWSPI as an exceedingly valuable demand-led intervention.

Phase 2 of the WWSPI ran from April 2008 to March 2009, starting at a time when the UK entered recession and there were fears that employers would cut training to save costs. The findings emerging from the Phase 2 evaluation suggested that WWSPI had continued to encourage employers to invest in training and that the programme had met its objectives to varying degrees. Overall the results for Phase 2 revealed a very successful training programme that employers and participants are very satisfied with, and that they have gained significantly from in terms of the hard employment progression and qualification outcomes achieved by participants, as well as improved skills and abilities, and attitudes towards their job, employer, industry, career progression and training in general.

Both Phase 1 and Phase 2 evaluations provided evidence that WWSPI is a key means of taking the equalities agenda forward with employers in a practical way.

Phase 3 of the WWSPI, the subject of this evaluation, ran from April 2009 to March 2010. As WWSPI moved into Phase 3 implementation, the economic context remained poor until the economy moved tentatively out of recession in January 2010 (although

concerns remain about a 'double dip' recession). The fieldwork for Phase 3 evaluation was started within 4 months of the end of Phase 3 completing (fieldwork started in July 2010), whereas for Phase 1 and 2 the fieldwork was some 8-12 months after the end of the programme. This is important when we consider the extent to which participants have had the time/opportunity to benefit fully from their training and achieve the hard and softer outcomes measured in this evaluation. The level of uncertainty and continuing fears surrounding the economy will also influence the degree to which opportunities for progression exist within organisations, and for example the likelihood of pay rises when many organisations have had to implement blanket pay and recruitment freezes. With this context in mind the main findings from the Phase 3 evaluation are as follows:

### **Who the initiative has reached**

- In terms of employers, the programme has again been successful at reaching organisations with a lower than average representation of women (35%; 48% on average in England).
- The initiative has also reached a high proportion of employers that have not received any other funding for training or development in the last 2 years, other than that provided by WWSPI (56%).
- WWSPI provides a unique opportunity for SSCs to engage with businesses in their sector that have had no previous contact with their SSC. Nearly three-quarters of employers involved in Phase 3 have not previously engaged with their SSC (72%; 51% in Phase 2). This is a clear indication of the value that employers put on WWSPI; as a programme that they see as being worthwhile for their business, and a reason to engage with their SSC when they have not done so previously.
- Representation of smaller businesses (45% with 1-49 employees) remains below the proportion they account for in the business population (98%).
- Reiterating comments made in previous evaluations, a high representation of medium and large businesses has meant they are more pre-disposed towards training already. Two-thirds have a training plan, six in ten have a training budget, three-quarters conduct training needs assessments and 8 in 10 conduct staff appraisals. Around six in ten have systems in place to monitor their workforce profile, their recruitment or pay levels with respect to gender.
- Phase 3 of WWSPI has reached 4,917 participants (just a fraction short of the targeted figure of 5,000) and has also been successful in terms of the profile of the women reached:-
  - A significant proportion of women involved in Phase 3 would not normally have received training; more than two-fifths of Phase 3 participants had never received other off-the-job training from their employer (43%).
  - The programme has also been successful at reaching a high proportion of women without qualifications. One in five Phase 3 participants held no qualifications prior to the initiative (20%).
  - The level of part time working amongst Phase 3 participants, as in Phases 1 and 2, is well below the rate in England generally (22% in Phase 3, compared with 40% in England), indicating that the initiative again appears to have reached occupations where there is less flexibility in terms of working hours than in industry in general.

- Phase 3 of WWSPI has effectively reached employers and participants where the role and progression of women within their organisation and industry is a concern and has therefore clearly evidenced the need for the WWSPI programme:-
  - At least half of employers held concerns at the time they started the initiative about:-
    - The ability of their organisation to attract women employees (51%)
    - A clustering of women in particular low paid occupations (52%)
    - A low proportion of women in senior management (55%)
    - The rate of progression of women within their organisation (67%)
  - Amongst participants, a significant proportion believed at the time they started on the WWSPI that within their organisation:-
    - Women were less likely than men to progress (40%)
    - There were a low proportion of women in senior management (59%)
    - There was a clustering of women in particular low paid jobs (56%)
  - Thinking about their industry, nearly two-thirds of Phase 3 participants believe it is harder for women to progress to senior roles than for men (62%), and over half believe there is a lack of flexibility that makes it difficult to balance work with non-work responsibilities (52%) and there are few successful female role models within the industry (58%).
- A significant proportion of participants also held concerns about their own role within their company with a third agreeing that their job was traditionally low paid (32%) and had no history of women progressing to more senior roles (31%), and a fifth felt their job offered poor job security (20%).
- In terms of occupations, females in managerial and senior official occupations and associate professional and technical occupations are well represented on the programme, compared with their profile in England as a whole. There has been an increase in representation from elementary occupations in this Phase.

### **Becoming involved with the initiative**

- Virtually all employers found it easy to recruit participants to the programme.
- Employers were particularly motivated to participate in the training programme because it was subsidised (91%) and it focused on their particular industry (89%). The focus on female employees was also an important factor in their decision to participate (68%).
- As in Phases 1 and 2, increasing the confidence of participants (83%) and developing new technical skills (78%) were the top two 'major' objectives that employers had in mind when deciding to participate. For 6 in 10 increasing their likelihood of retaining female employees was a major objective.
- For participants the same two objectives of gaining new skills (79%) and feeling more confident about their abilities (70%) were most likely to be their major objectives. A significant proportion also hoped for a qualification (72% considered this an objective); a better understanding of their opportunities (71%), gaining more responsibility (69%) and promotion (an objective for 61%).

- Participants were very positive about taking part in the initiative and even more so than in previous Phases. More than 8 in 10 said they were enthusiastic about participating (89%; 82% in Phase 1) and saw it as an opportunity to progress (88%). Fewer participants in Phase 3 were unsure of how the programme would help them (31%; 40% in Phase 2 and 47% in Phase 1); a higher proportion had suggested the initiative to their employer (28%; 19% in Phase 2 and 17% in Phase 1) and fewer also said their employer wanted them to do it but they weren't keen (9%; 11% in Phase 2 and 17% in Phase 1).
- Very few employers or participants had any initial concerns about the WWSPI when they first started (around 1 in 10), and for the majority looking back on their experience they now consider these concerns to have been no issue at all or only minor issues that had a small negative impact.

### **Views on the training received**

- The feedback from both employers and participants on the training received on WWSPI continues to be very positive in terms of; their overall satisfaction levels; their willingness to be ambassadors for the programme by recommending it to others; and their level of interest/demand in being involved with the programme in future:–
  - Virtually all employers are likely to continue on the programme if it were to continue (92%), including 6 in 10 that are very likely to
  - More than 9 in 10 are positive about working with their SSC again on other training and development initiatives (94%), which is particularly encouraging given that for a large proportion (around three-quarters) this has been their first experience of working with their SSC
  - More than 9 in 10 employers are positive about recommending the WWSPI to other employers (95%), including more than half that would proactively recommend (54%)
  - Should the opportunity for further learning or training through WWSPI become available more than 8 in 10 Phase 3 participants say they would be likely to participate (85%), with half very likely (51%)
  - 9 in 10 participants are positive about recommending the programme to others (89%), including over half that would be very positive (55%)
  - A total of 96% of employers are satisfied with the training overall, including 74% who are very satisfied. Amongst participants satisfaction is also high at 89% and has improved marginally since Phase 2 (87%).
- The majority of employers appreciate the flexibility that the programme offers, with at least 7 in 10 considering the content and the delivery of the Phase 3 programme to have been flexible.
- Only 7% of employers considered that the company's involvement in the initiative is a great deal of work.
- More than 9 in 10 employers are positive that the initiative demonstrated an excellent understanding of the key skills requirements in their sector (94%), and a similar proportion believe it demonstrated an excellent understanding of working

patterns in their sector and the way training or development can best be organised to meet their needs (89%).

- Amongst participants there is a high degree of satisfaction with each element of the training they received, with at least 8 in 10 considering each element they were involved in to be useful.
- Of those participants who have been assigned a mentor (28%) more than 9 in 10 are satisfied with their mentor (92%).
- Participants also remain very satisfied with the level of support provided on WWSPI. Consistent with Phases 1 and 2 four out of five participants in Phase 3 felt very or quite supported during their training programme (80%).

### **Outcomes and Impact**

- This third Phase of WWSPI has again been very effective at achieving employers' objectives. Virtually all employers consider the programme to have been successful in increasing the confidence of participants (96%), which was the objective most likely to be considered a 'major objective' by employers. In addition the vast majority of employers consider the programme a success in the following ways:-
  - Developing new technical skills for participants to enable them to do their job better (95%)
  - Meeting previously identified skills gaps (93%)
  - Increasing motivation (94%)
  - Raising career aspirations (84%)
  - Increasing the likelihood of retaining female staff (86%)
- At least half of employers say that as a result of WWSPI they are now more likely to monitor the progression of women in their organisation (53%); take action to ensure a greater proportion of women reach management (58%); and invest in training specifically aimed at women (58%).
- In terms of more general business benefits and the way in which their involvement with WWSPI may have reduced the impact of the recent recession for their business, nearly 9 in 10 believe the level of skills within their workforce has improved and over three-quarters think the ability of their staff to take on different/new roles has improved. For two-thirds improvements in staff morale and increased workforce productivity have been appreciated, while for half staff retention has improved. Nearly three-quarters agree that WWSPI has helped to maintain skills in the workforce, more than two-thirds believe it has helped their organisation to increase productivity without increasing staff costs and just slightly fewer agree that it has helped their organisation to compete more effectively.
- For participants the gains have also been considerable:-
  - More than 9 in 10 participants have achieved a concrete outcome in terms of improving their skills or confidence in at least one area (94%)

- An increase in participants' confidence (83%), followed by an increase in communication skills (73%) have been the greatest skill areas improved.
  - Three-fifths are now more likely to stay at their organisation (59%) and in total 7 in 10 have improved their attitude towards their job in some way
  - More than half of participants agree that following their participation in Phase 3 of WWSPI they have increased their opportunities for further career development in the future and just under half believe it has led to an expansion of their current role, including more responsibility and/or new duties. Around a third are also positive that there is now a stronger possibility of a promotion or that opportunities for increasing their pay are now greater.
  - 9 in 10 participants have achieved a positive shift in their attitudes towards training and development (90%) and career progression (87%), with 6 in 10 now more likely to aim for more senior positions (57%).
  - For 3 in 10 (31%) the initiative has led to a positive change in terms of the opportunities they believe are available for women in their industry or industry generally, and for 1 in 5 of all those in employment when they started their initiative, the WWSPI has resulted in a positive shift in the opportunities they believe are available for women within their organisation (22%).
  - As a result of taking part in the WWSPI half say they would now be more likely to recommend working in their industry to other women (51%), with a quarter being a lot more likely to do so (25%).
- In terms of the hard outcomes achieved from the WWSPI, more than 8 in 10 employers state their participants have gained at least one hard outcome in terms of employment or qualification achievement or progression (83%). This includes:-
  - More than two-fifths that have achieved a full qualification (44%) and a further 15% that have achieved a partial qualification
  - More than a quarter, in aggregate, that have either started working towards a qualification (13%) or accessed other training not leading to a qualification that they would not otherwise have been eligible for (14%)
  - A fifth have received a promotion (20%)
  - Three-fifths that have improved their career prospects (59%)
  - A quarter have received a pay rise (23%)
- Amongst participants three-quarters (74%) have achieved at least one hard outcome, in terms of progressing in their job or achieving qualification outcomes and over half (52%) have achieved more than one hard outcome. This includes:-
  - Two-fifths that have achieved a full or partial qualification (42%)
  - A quarter working towards a qualification (26%)
  - More than a third that has gained more responsibility in their job (35%)
  - 1 in 10 have achieved a promotion (9%)



- 1 in 7 participants (15%) have received an increase in their salary which they believe is at least in part due to their involvement in Women and Work
- These hard outcomes not only evidence the direct benefits achieved already amongst the relatively small number of women involved in WWSPI so far (i.e. relative to the number of working women in total), but continue to clearly demonstrate the great potential that the WWSPI programme has to improve the pay and opportunity gaps for women amongst a wider audience if it were to be extended to a larger number of women.
- Retention amongst female participants is high, with 96% still working for the same employer as when they started on WWSPI. This compared with an average employee turnover rate of 15.7% across the UK in 2009<sup>1</sup>.
- Virtually all employers (95%) and participants (94%) that have contributed in some way to the training consider their investment to have been good value for money.
- Re-interviewing participants from Phase 2, as an additional element to this evaluation (around 18 months since Phase 2 finished), reveals the benefits and outcomes achieved as a result of the WWSPI are enduring and in some cases greater as more time elapses:-
  - The vast majority of participants followed up from Phase 2 of the WWSPI are still economically active (95%) and retention by their employers is extremely high, with 98% of all participants in employment still working for the same employer they were with when they started on the initiative.
  - Amongst participants working for the same employer around a third now feel more positive about the opportunities available to women within their organisation and two-thirds are now more confident in their job.
  - Compared with when they were last interviewed the proportion that would now be more positive about recommending WWSPI (24%), far outweighs the proportion that say they would now be more negative (4%).
  - Eighteen months since Phase 2 finished, the benefits in terms of improved skills are still being felt and in a number of cases more so than when these individuals were first interviewed; improved confidence (up 6%), ability to use numbers (up 7%), IT (up 7%) and language effectively (up 6%).
  - The majority of Phase 2 follow up participants also remain positive with regards to their attitude towards their employer, particularly in terms of their likelihood to remain at their organisation.
  - In terms of their attitudes towards career progression once again around half or more remain positive about the impact WWSPI has had. Half are more likely to aim for senior positions.
  - In total just over 6 in 10 have achieved a hard outcome related to qualifications. More than half have progressed in terms of a hard outcome relating to employment. The proportion achieving a promotion and a pay

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<sup>1</sup> CIPD Recruitment Retention and Turnover Survey 2009

rise has increased since the main Phase 2 evaluation, which is particularly positive in light of the current economic situation.

- A quarter have taken up further learning since participating in the initiative and a further 8% have registered for other learning but not started yet. A third of those in employment (34%) do not believe, or are not sure, that their employer would be arranging/funding further learning had it not been for WWSPI.
- Should the opportunity for further learning or training as part of the WWSPI become available more than 8 in 10 participants (83%) say they would be very or quite likely to take part, with more than half (52%) very likely.

### **Additionality and Further Learning**

- The WWSPI is clearly fulfilling an important training and development need and gap for the industry sectors involved. The WWSPI has continued its success in reaching a significant proportion of employers and their female employees that would *not* have engaged in such training for women at all had this initiative not been available, or who would not have undertaken the training as soon or as extensively:-
  - Two-fifths of employers had either never thought of providing this type of training before or had considered it but dismissed the idea (42%). Only a third had any definite plans to provide this type of training (33%)
  - Even where this type of training was already planned to some degree, in a quarter of cases WWSPI has enabled the training to be made available to a greater number of women within the organisation (24%), and in more than half of cases it has brought forward the decision for this training to be undertaken (54%)
  - Nearly 6 in 10 employers (58%) would not have taken any steps in their organisation to increase employment and prospects for women if they had not become involved with the WWSPI and nearly half (46%) believe the initiative has accelerated progress in terms of female employment and improving prospects for women within their organisation
  - For two-thirds of participants in aggregate, the WWSPI has provided training opportunities that were either not available at all (38%) or has enabled them to train sooner than they would otherwise have been able to do (27%)
  - Out of all participating employers, 15% reported that the only form of off-the-job training provided to any staff in the last 12 months has been via the WWSPI and this proportion is significantly higher amongst the smallest organisations (40% amongst employers with 10 or fewer staff).
- The WWSPI has also been a driving force in creating further learning opportunities for participants:-
  - Nearly a quarter of participants have gone on to register or undertake further learning since the training initiative (22%), and where they have not done so already two-thirds of participants say they are likely to (64%)

- Three-fifths of participants (59%) believe that the WWSPI has made it easier for them to undertake further learning and 7 in 10 (70%) feel it has given them more confidence and increased their interest in doing so
- A third of participants (33%) are clear that they would not be considering any further learning had it not been for the WWSPI
- Overall no less than 95% of participants have achieved a positive change in their likelihood to undertake further learning as a result of their involvement in the initiative.

## 2 Hard Outcomes Achieved in Phase 3

### 2.1 Employers

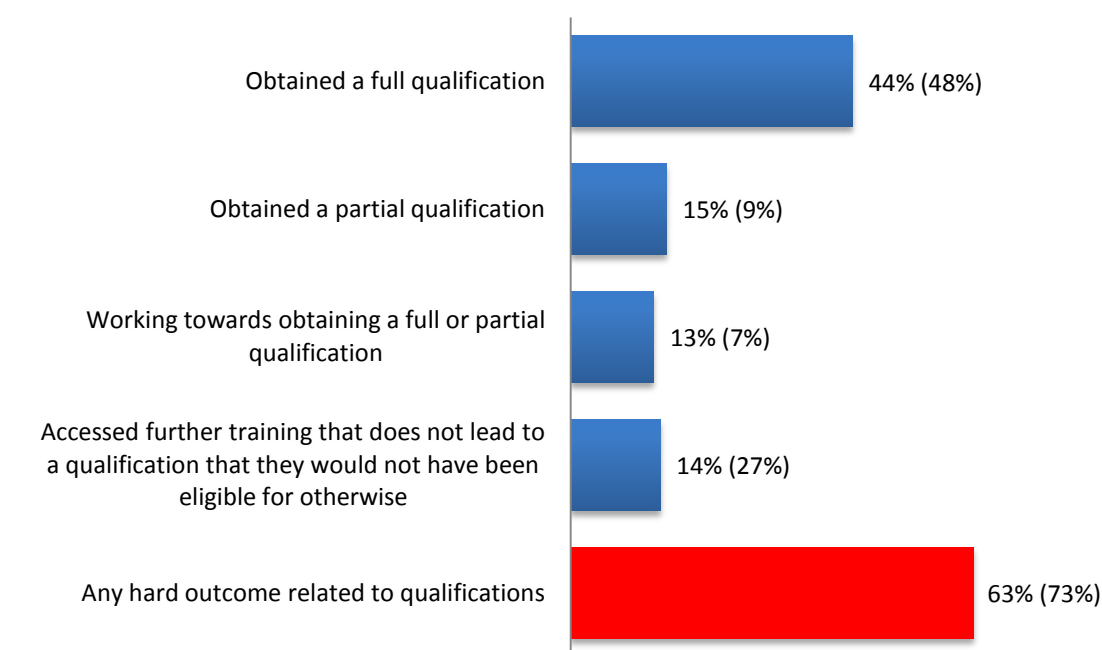
#### 2.1.1 Qualification outcomes achieved

Overall nearly two-thirds of employers say their participants from Phase 3 have already achieved a hard outcome in terms of qualification achievement (63%). Figure 1 summarises the hard outcomes in terms of qualifications for Phase 3 and compares the results with Phase 2 which are shown in brackets.

More than two-fifths of employers from Phase 3 have participants that have achieved a full qualification (44%) and a further 15% have achieved a partial qualification. In addition 13% of their participants have started working towards a qualification and 14% have accessed further training that does not lead to a qualification that they would not otherwise have been eligible for.

Compared with Phase 2 the proportion of employers reporting that their participants have accessed further training that does not lead to a qualification has fallen (from 27% to 14%). However it is important to remember that in this evaluation we interviewed employers 6 months earlier than when they were interviewed in the Phase 2 evaluation. This means that less time has elapsed between participants completing the WWSPI and having the opportunity to progress onto further learning or training. This time difference will also influence the overall number of employers reporting any hard outcome related to qualifications, which is also lower than in Phase 2.

**Figure 1: Summary of hard outcomes relating to qualifications achieved by participants (All employers)**



Figures in parentheses are from phase 2  
Unweighted bases: Phase 3 = 338; Phase 2 = 323;

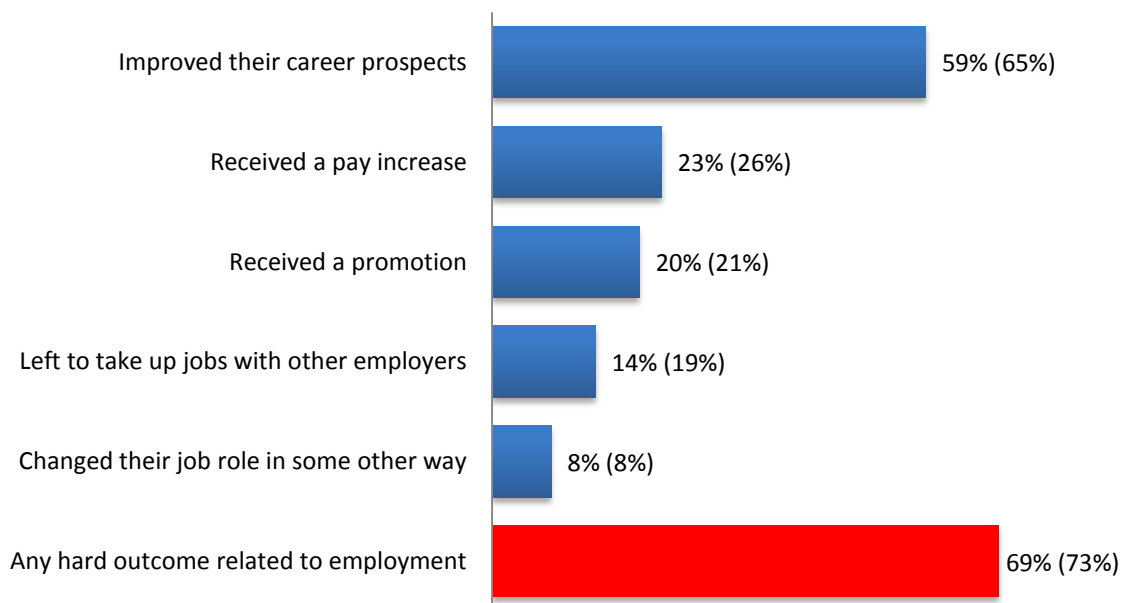
Employers that have participants who achieved full or partial qualifications were asked how important that the training leads to qualifications was in their decision to participate. In more than three-quarters of cases the obtaining of a qualification was an important factor in their decision to participate (77%; 79% in Phase 2) and in half of cases it was considered very important (51%; 47% in Phase 2).

### 2.1.2 Employment outcomes achieved

The hard outcomes achieved in Phase 3 relating to employment are quite consistent with Phase 2, which, bearing in mind the current economic situation, is very encouraging. From the employers' perspective 6 in 10 (59%) believe that as a result of their participants taking part in the WWSPI they have improved their career prospects. At a time when many companies are implementing pay and recruitment freezes a quarter of employers report that their Phase 3 participants have received a pay rise (23%) and a fifth has received a promotion (20%). In 1 in 7 cases employers say that their participants have now left the organisation to take up a job with another employer (14%).

Overall, 7 in 10 employers (69%) consider their participants to have achieved a hard outcome relating to their employment, as Figure 2 summarises, which also shows the results for Phase 2 in brackets.

**Figure 2: Summary of hard outcomes relating to employment achieved by participants (All employers)**

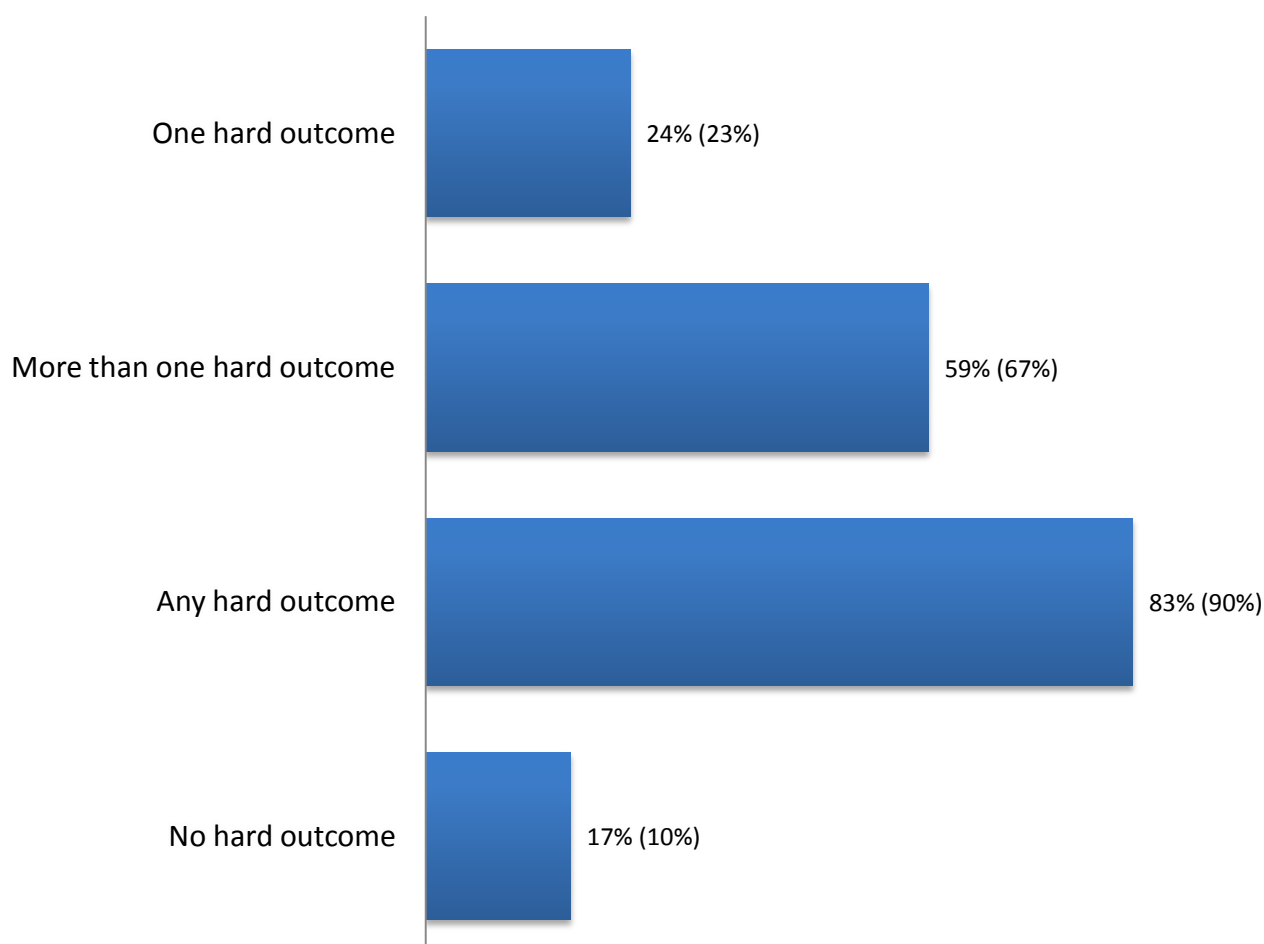


Figures in parentheses are from phase 2  
Unweighted bases: Phase 3 = 338; Phase 2 = 323;

Overall, combining the hard outcomes for employment and qualifications more than 8 in 10 employers from Phase 3 (83%) have participants that have achieved at least one hard outcome. In the majority of cases (59%) employers have participants that have achieved more than one hard outcome. Fewer than 1 in 5 employers have participants that have not yet achieved a hard outcome.

Once again it is important to remember the differences in time between when interviewing for the Phase 2 evaluation took place (some 9 months after Phase 2 finished) and when the interviewing for Phase 3 was undertaken (only 4 months after programme completion).

**Figure 3: Summary of any hard outcomes achieved by participants according to employers (All employers)**



Figures in parentheses are from phase 2  
Unweighted bases: Phase 3 = 338; Phase 2 = 323;

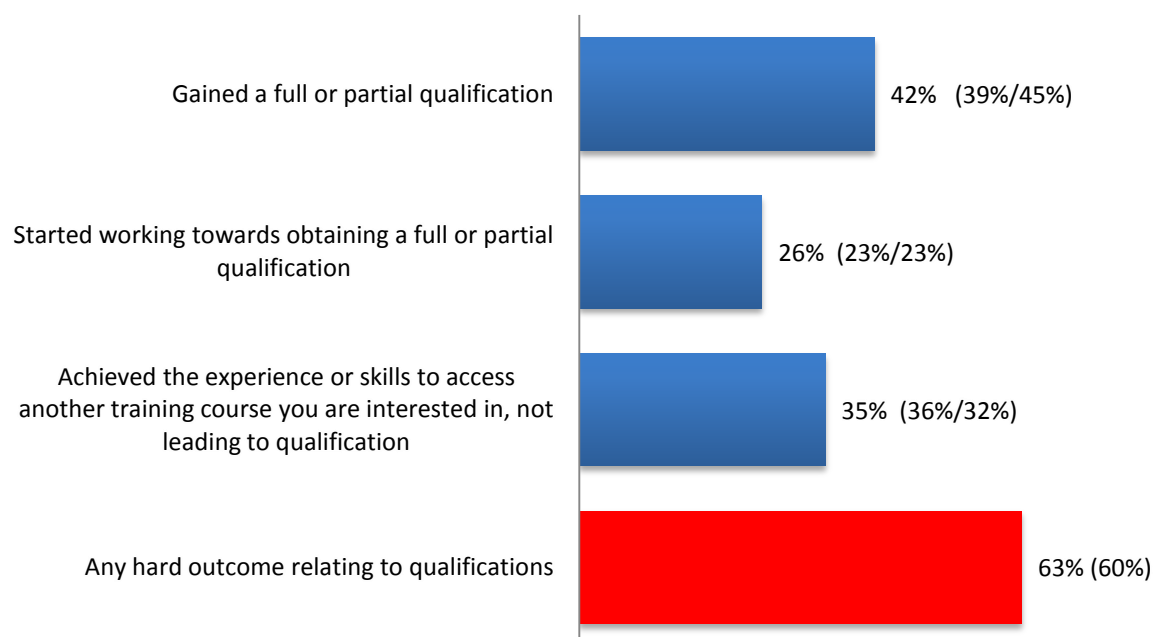
## 2.2 Participants

### 2.2.1 Qualification outcomes achieved

According to participants just over 6 in 10 have gained a qualification outcome as a direct benefit from participating in Phase 3 of the WWSPI (63%; 60% in Phase 2). This includes just over two-fifths that have gained a full or partial qualification (42%), a quarter that are working towards a qualification (26%) and over a third that have achieved the experience or skills to access another training course they are interested in (35%). These achievements represent improvement compared with Phase 1 and Phase 2, the figures for which are shown in brackets in Figure 4.



**Figure 4: Summary of the qualification and access to training benefits as a result of participation in the initiative (All participants)**



Figures in parentheses are from phase 2/phase 1  
Unweighted bases: Phase 3 = 1060; Phase 2 = 916; Phase 1 = 817

Asset Skills (64%) and Lantra (58%) participants are the most likely out of the SSCs to have gained a full or partial qualification as a result of the training initiative. More than three-quarters of participants from Asset Skills and Lantra have achieved some form of hard outcome in terms of qualifications (78% in each case).

Of those that have not yet achieved each of the qualification/access to training benefits yet, a fifth say participation in the initiative has made them more likely to gain a full or partial qualification as a result of their participation (22%; 17% in Phase 2), nearly a third say it has made them more likely to start working towards a qualification (30%; 27% in Phase 2) and a slightly higher proportion say they are now more likely to achieve the skills and experience to access another training course that they are interested in, but which will not lead to a qualification (35%; 23% in Phase 2).

Of those that have already gained a qualification (42% of all Phase 3 participants) in the majority of cases this has been a full qualification (56%; 63% in Phase 2) rather than a partial qualification (25%; 25% in Phase 2), although some are unsure (18%; 12% in Phase 2). In a third of cases the qualification was gained in a new skill area (34%), for fewer it involved skills or experience they already had (12%), while for over half, the qualification involved a combination of new and existing skills (54%).

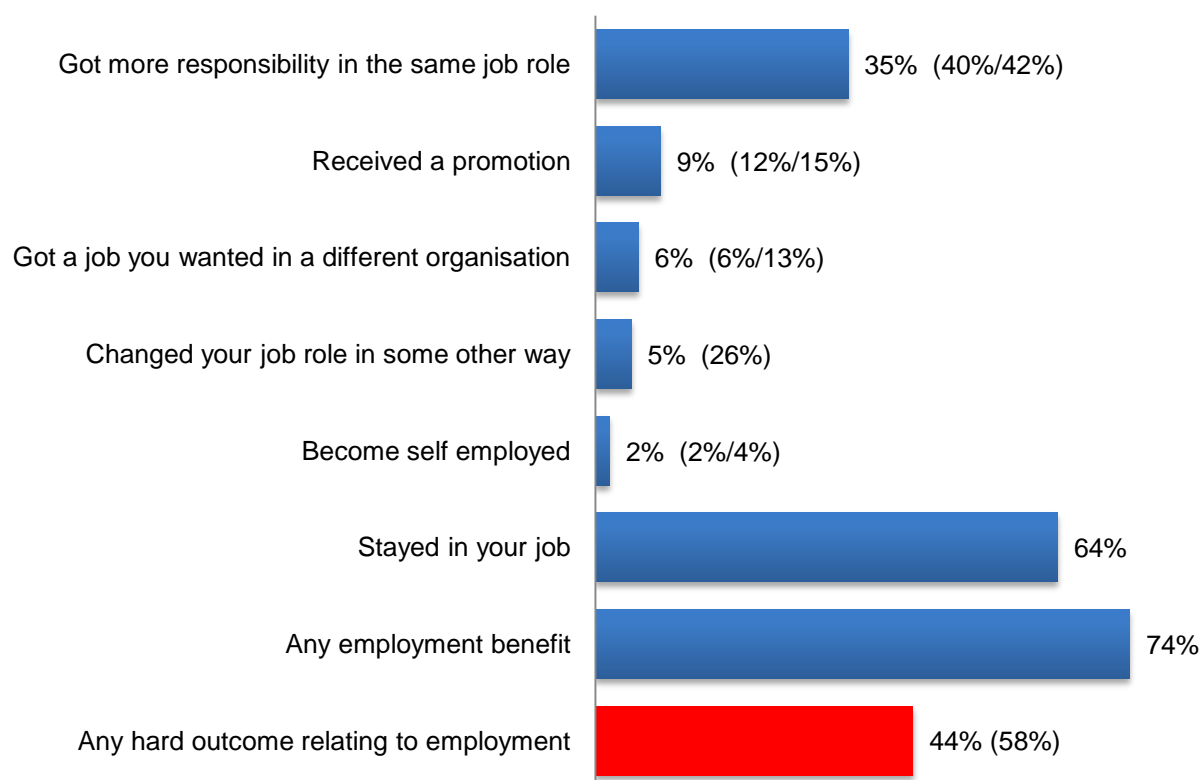
## 2.2.2 Employment outcomes achieved

In this Phase 3 evaluation a new statement 'stayed in your job' was added to the possible benefits participants may have obtained from their participation in WWSPI. Including this additional statement (which was not an option for respondents to choose in Phase 2) three-quarters of Phase 3 participants have achieved at least one form of employment benefit as a result of their participation in the WWSPI (74%).

Focusing on the hard employment outcomes (which does *not* include ‘stayed in your job’ and is therefore consistent with Phase 2) more than two-fifths of participants in Phase 3 have achieved a hard outcome relating to employment (44%; 58% in Phase 2). More specifically over a third gained more responsibility in the same job role (35%; 40% in Phase 2), 1 in 10 gained a promotion (9%; 12% in Phase 2) and 1 in 20 changed their job role in some other way (5%; 26% in Phase 2).

The employment benefits achieved are summarised in Figure 5 and compared with Phase 2 and Phase 1 where the data is available/consistent.

**Figure 5: Summary of the employment benefits as a result of participation in the initiative (All participants)**



Figures in parentheses are from phase 2/phase 1

Unweighted bases: Phase 3 = 1060; Phase 2 = 916; Phase 1 = 817

Focusing on the changes between Phase 2 and Phase 3 there has been a decline in the proportion achieving any hard outcome related to employment (from 58% to 44%). However this is being mainly driven by the decline in the proportion saying they have changed their job role in some other way (from 26% in Phase 2, to 5% in Phase 3). This change needs to be put in the context that, due to the current uncertain economic times, there are fewer opportunities for participants/employees to be able to change their job roles. The differences in the timings of interviewing for the Phase 2 evaluation and the Phase 3 evaluation and the time each programme ended will also have an impact as Phase 3 participants (interviewed around 6 months earlier than Phase 2 participants) will have had less time to have progressed in their role.

Participants within Lantra's footprint are more likely than participants from other SSCs to have achieved hard outcomes relating to employment (66%; 44% on average).

Where each of the employment gains have not yet been experienced by participants nearly two-fifths say the initiative has made them more likely to receive a promotion (38%; 31% in Phase 2); and a third agree it has increased their likelihood to get a job they want in a different organisation (34%; the same proportion in Phase 2), or to get more responsibility in their current job role (32%; 20% in Phase 2). A minority think that it has increased the likelihood of changing their job role in some other way (7%; 18% in Phase 2).

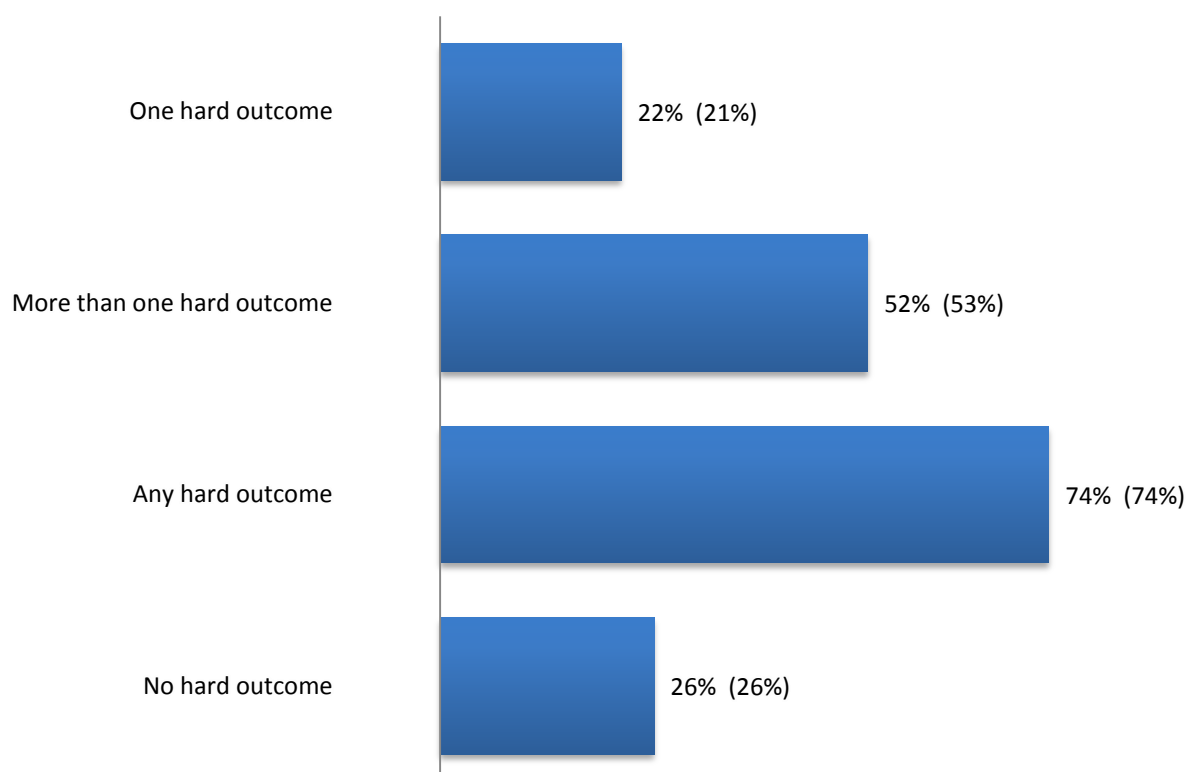
Focusing on the financial gains from the initiative, just over a quarter of all participants say their personal income has increased since starting on the initiative (28%; the same proportion as in Phase 2). Around half of those that have received a pay rise believe that their involvement in the WWSPI in some way contributed to this reward (53%), with nearly 1 in 10 that say the increase wouldn't have happened without their involvement (8%) and more than two-fifths that say the initiative contributed to some or a bit of an extent (45%). This equates to 15% of all participants believing that the initiative has contributed in some way to them receiving a pay rise. The influence of WWSPI is particularly impressive when we consider the fact that a third of participants say their employers have implemented a pay freeze (33%) and a further 7% cite that a limit has been placed on pay increases.

### **2.2.3 Summary of hard outcomes**

Taking into account both the qualification and the employment benefits that participants might have gained from undertaking the WWSPI (excluding 'stayed in your job' as it's not a progression) three-quarters of all Phase 3 participants have achieved at least one hard outcome (74%), with over half achieving more than one hard outcome (52%). These findings are again in line with Phase 1 and Phase 2 when almost the same proportion (53%) achieved more than one hard outcome and a similar proportion achieved any hard outcome (79% in Phase 1; 74% in Phase 2).

Phase 3 of WWSPI has therefore clearly demonstrated again the further potential gains that could be achieved if the programme was to be continued and indeed expanded, in terms of narrowing opportunity and pay gaps for a significant proportion of women in industry.

**Figure 6: Summary of any hard outcomes achieved by participants (All participants)**



Figures in parentheses are from phase 2  
Unweighted bases: Phase 3 = 1060; Phase 2 = 916

Participants within Lantra are most likely to have achieved any hard outcomes from the training initiative (86%), while SEMTA (46%), followed by Construction Skills (40%) are least likely to have achieved any hard outcomes so far.

## 3 Policy Considerations

In this chapter we place the evaluation results in a wider policy context and track the performance of WWSPI against its short and medium term objectives, and its programme objectives, over the three Phases of the programme to date.

The chapter reviews some of the challenges WWSPI faces and the key policy statements which will have influenced the development of the programme as it moved towards Phase 4 implementation.

### 3.1 Towards an assessment of programme performance

WWSPI was initiated in 2006, at a time of relative prosperity and full employment with a view to addressing horizontal and vertical segregation in the labour market and improving the pay and opportunity gap for women. The third Phase of WWSPI started at the time the UK economy was in recession (April 2009) and the poor economic situation continued throughout 2009. The economy slowly moved out of recession two-thirds of the way through the implementation of Phase 3 (January 2010). However uncertainties surrounding the economic context remained and policy discourse was dominated by discussions surrounding the level and nature of cuts in public funding necessary to deal with the financial deficit facing the UK. It is within this uncertain and changing context that WWSPI Phase 3 was implemented.

Almost 5,000 women were supported by WWSPI (98.3% of the target) in Phase 3 of the programme. The findings emerging from the Phase 3 surveys continue to provide evidence of the value and positive impact of the WWSPI on both employers and individual participants. The vast majority of participating employers (96%) express overall satisfaction with the programme and the realisation of at least one hard outcome<sup>2</sup> (83%) as a result of their participation. Individual women beneficiaries report similarly high levels of overall satisfaction (89%) and more than four in ten have progressed at work (in terms of being given more responsibility or promotion for example). The findings suggest that, in spite of the political and economic uncertainty, WWSPI continues to encourage employers to invest in training women in the workforce and has met its programme objectives although to varying degrees.

At the outset of the WWSPI programme, a number of short- and medium-term objectives were established. The short-term objectives relate to the employability of individuals and the engagement of employers. The medium-term objectives relate to the recruitment of women participants and their learning outputs or outcomes. Below we review progress towards each of these as evidenced by the survey findings.

#### 3.1.1 Short-term objectives

With reference to the short-term objectives for the programme, the Phase 3 findings generally reflect those emerging from the research underpinning previous Phases of WWSPI programme implementation. For example, the majority of participants report an increase in key employability skills associated with confidence (83%),

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<sup>2</sup> Employee working towards or obtaining a full or partial qualification or accessing non-accredited training

communication skills (73%) and problem solving skills (69%). The results in Table 1 suggest that the positive results associated with a key indicator – increase in the confidence of women participating in WWSPI - are consistent over time. The results are reflected in the views expressed by employers - nearly all employers (96%) report an increase in the confidence of the women participating in the WWSPI. The acquisition of employability skills is critically important for career development in both internal (and external) labour markets. A recent UK Commission report identified the development of employability skills as a key theme in debates about promoting career advancement and tackling barriers to social mobility (UK CES 2010).

**Table 1: Short-term objectives**

Short term objectives <sup>3</sup>	Indicators	Phase 1	Phase 2	Phase 3
<b>Increase soft skills for participants, including increased self-confidence and self esteem</b>	Percentage of participants' reporting increase in confidence (to some extent or greatly)	83%	78%	83%
	Percentage of employers reporting increased confidence of the participants	98%	97%	96%
<b>Engaging employers</b>	Percentage of employers who had not received external funds for training in the previous year	57%	65%	56%
	Percentage of employers who perceived that WWSPI involved (a) hardly any or no work at all (b) some work		(a) 50%	(a) 41%
			(b) 39%	(b) 51%
	Percentage of employers reporting difficulties in recruiting participants		10%	7%
	Percentage of employers reporting that the WWSPI demonstrated (a) an excellent understanding of the key skills requirements of the sector and (b) the way in which training or development can best be organised to meet their needs	(a) 91%	(a) 88%	(a) 94%
		(b) 88%	(b) 86%	(b) 89%

Public policy continues to emphasize the need to engage employers in the publicly funded skills system, both as consumers of services and to inform the development of 'demand-led' interventions. The findings from employer skills surveys suggest that most employers in the UK make some effort to address workforce skills by providing training for their employees (UK Commission 2010a). However there remain wide variations in the nature and type of training provided by employers. The survey findings emerging from the Phase 3 evaluation suggest that WWSPI continues to engage employers and influence behaviour and in this way the programme helps to develop the market for external training by connecting the supply and demand-sides of the market through this intervention. More than half (56%) of the employers engaged

<sup>3</sup> Other data is required for the remaining short-term objectives associated with encouraging continuation of supportive networking and developing appropriate strategies for delivery



in Phase 3 of the programme had not received external funds for training during the previous year.

Engaging employers with the skills system is a longstanding policy challenge and the simplification of the skills system is seen as a key element in engaging employers and unlocking potential demand for training (UK CES 2010b). The SSCs involved in WWSPI invested considerable time and effort in designing intervention processes which minimised the impact on the employer and were consistent with the policy imperative of simplification and '*hiding the wiring*' (UK Commission, 2009). The Phase 3 findings suggest that, in common with previous Phases of the programme, the benefits of this approach are realised by employers. The vast majority of Phase 3 employers (92%) reported that the WWSPI involved some, little or no work to take forward. In contrast to some work-based learning interventions, only a small minority of employers - 7% (10% in Phase 2) reported difficulties recruiting participants. The extent to which the intervention met employer needs is evidenced by the vast majority of employers reporting that the WWSPI demonstrated an excellent understanding of the key skills requirements of the sector (Circa 90% in each of the Phases) and the way in which training or development can best be organised to meet their needs (86+%). The attention to alleviating administrative burdens associated with the WWSPI undoubtedly contributes to the employer satisfaction with the intervention and the willingness of employers to remain involved in the initiative. An indication of the value attributed by employers is provided by their intention to engage with WWSPI in the future. The vast majority report that they would be likely to continue their participation in the programme (92%), with nearly two-thirds citing that they would be very likely to do so (61%).

### 3.1.2 Medium-term objectives

The medium-term objectives associated with the programme are summarised in Table 2.

**Table 2: Objectives for the medium term**

Medium-term objectives	Indicator	Phase 1	Phase 2	Phase 3
<b>Number of women</b>	Percentage of target achieved	97%	89%	98%
<b>Qualifications or unit of learning achieved</b>	Percentage of participants gaining a full or partial qualification	45%	39%	42%
<b>Completed mentoring activities</b>	Percentage of participants on mentor scheme	26%	19%	18%

Three medium-term objectives were established for the programme and their attainment is contingent upon the performance of individual strands funded through the WWSPI. The programme consisted of several projects (and strands) each specifically designed to meet the needs of employers in specific sectors of the economy. The WWSPI was close to achieving the outputs set for the programme in Phase 3 – 4,917 however the programme fell short by a small margin (83 women) or 2% of the target of 5,000 women. This should not be interpreted as reflecting a lack of overall demand for the programme, rather the considered management and allocation of resources (by both employers and the SSCs) and the desire to recruit ‘new’ employers and women to the programme. Stakeholders involved in the delivery of the WWSPI suggest that several projects held ‘waiting lists’ which included both employers and individuals who would have liked to benefit from the programme, however the imperative to work within WWSPI resources and to broaden engagement limited access for some women.

In common with previous Phases of implementation, just over four in ten (44%) cited gaining a qualification as a major reason for participating in the WWSPI. The Phase 3 survey findings suggest that more than four in ten participants (42%) achieved a full or partial qualification as a result of the WWSPI – a slight increase on Phase 2 and a little below the findings in Phase 1. The proportion of women completing training provided through WWSPI remains relatively high – 92% in Phase 3 (90% in Phase 2 and 83% in Phase 1). Access to a mentor is often a key factor in the successful careers of both men and women and this was reflected by some WWSPI projects. In common with Phase 2, almost one in five (18%) were on a mentor scheme in Phase 3 of the programme, a slightly lower proportion than in Phase 1 (26%). However, more than one in four (28%) participating in the Phase 3 research had been assigned a mentor (this measure includes those who were not specifically enrolled on a mentor scheme) as part of the WWSPI intervention.

### 3.1.3 Programme objectives

The surveys also provide some evidence of the performance of the programme in relation to key indicators associated with the ultimate objectives of the WWSPI (Table 3). The programme is targeted at sectors, sub-sectors or occupations where women are currently under-represented and there are specific skills gaps and shortages. By

targeting sectors where there are specific skills gaps and shortages, WWSPI contributes to improvements in productivity and competitiveness whilst at the same time furthering the Women and Work Commission agenda.

**Table 3: WWSPI objectives**

Programme Objectives	Indicators	Phase 1	Phase 2	Phase 3
<b>Objective A: Increasing the entry and retention levels of women</b>	Percentage of women stating that they are more likely to remain with the employer as a result of having taken part in the WWSPI	70%	64%	59%
	Percentage of employers reporting that the WWSPI has been very successful in meeting previously identified skills gaps	62%	65%	65%
<b>Objective B: Increase the instances of career progression</b>	Percentage of women who had received a promotion	15%	12%	9%
<b>Objective C: Increase the short-term and long-term earning potential of women</b>	Percentage of women who had achieved a pay increase	17%	28%	28%
<b>Objective D: Engaging employers in overcoming barriers faced by women in the labour market</b>	Percentage of employers reporting that they are much more likely to take action to ensure that a greater proportion of women reach management positions	24%	27%	25%
	Percentage of employers reporting that their involvement has had a longer term impact on attitudes towards the employment and progression of women in their organisation	49%	34%	34%
<b>Objective E: Long-term cultural change</b>	Percentage of employers stating that they are much more likely to monitor the progression of women within the organisation	24%	28%	28%

Objective A: Increasing the entry and retention levels of women into targeted sectors and occupations and addressing skills gaps is one of the objectives established for the programme. This is nearest to the original emphasis of WWSPI outlined in the Budget announcement in 2006 providing the foundation for the WWSPI. The research findings emerging through the evaluation of Phases 1 to 3 indicate that the majority of women participating in the programme are already in work. The evaluation of Phase 1 of the programme found that several projects with a recruitment strand struggled to engage sufficient women but had met with some success in supporting employers to provide training for newly recruited women. In this way the programme supported the retention of women in the sector.

The findings emerging through this Phase 3 evaluation suggest that the emphasis of the WWSPI remains on those women already in employment, the majority of whom

(59%) report that they are more likely to remain with their current employer as a result of having taken part in the WWSPI. There is however a noticeable decline in the proportion of women stating that they are more likely to remain with the employer over the 3 Phases. The reasons for this are unclear and could relate to a variety of factors including personal, social or economic factors. There is however evidence of an effective connection of the programme with employer interests (and inter alia with productivity and competitiveness more generally). For example, the majority of employers (65% - same as Phase 2 and slightly higher than the 62% reported in Phase 1) report that the WWSPI has been very successful in helping to meet identified skills gaps.

Objective B of the WWSPI is to increase instances of career progression by women in targeted sectors and this has emerged as a central focus for the WWSPI. The consultation research conducted after the end of Phase 2 (PRI, 2009a) identified the programme focus on progression within sectors (as opposed to entry into sectors) as a key differentiating factor which minimised the opportunity for overlap with a range of other skills and employment related initiatives aimed at encouraging women returning to work or leaving education. The evidence suggests that a minority of women (9% - 12% in Phase 2 and 15% in Phase 1) realise tangible benefits in terms of promotion within each Phase of the WWSPI programme.

Another objective (Objective C) of the programme is to increase the short- and long term earning potential for women. The survey evidence suggests that this is, at least to some degree, an objective for women participating in the programme. In Phase 3, 28% of participants identify it as a major objective with a further 32% identifying it as a minor objective (similar to previous Phases). The research findings suggest that there is a small gap between expectation and reality for some women participants. The survey suggests that over a quarter (28%) had realised an increase in pay, a major achievement within a wider economic context which has seen squeeze on pay and rewards in the economy more generally.

Engaging employers to overcome barriers faced by women in the labour market (Objective D) is a key priority for the programme. The WWSPI is generally seen as a training intervention aimed at women (as opposed to an intervention focused on the equality agenda). In this way it is used as a 'hook' to engage employers who might otherwise resist involvement in public sector sponsored intervention that seeks to take the equality agenda forward. There is some evidence of impact on positive action in that, for example, more than a quarter (29%) of employers (up from 25% in Phase 2 and 24% in Phase 1) report that their involvement has led to them being *much more likely* to take action to ensure that a greater proportion of women reach management positions.

The WWSPI has supported progress towards the longer-term objective of culture change (Objective E) in a practical way by engaging both employers and individual women in skills development activity to improve employment prospects and meet skills shortages and gaps. There is however mixed evidence associated with the extent to which the WWSPI has changed employer attitudes with, for example, a quarter of employers (25%) in Phase 3 (28% in Phase 2 and 24% in Phase 1) reporting that they were much more likely to monitor the progression of women within the organisation. In addition a third of employers (34% in Phase 2) believe the initiative has had other

longer-term impacts on their attitudes towards employment and progression of women within their organisation.

## 3.2 Towards Phase 4 of the programme and beyond

### 3.2.1 Recent developments in the evidence base

The findings contained in this report relate to Phase 3 of the WWSPI which ran from April 2009-March 2010. During this period the National Equality Panel (NEP) produced a comprehensive analysis of economic inequality in the UK (GEO 2010). One of the key findings of the NEP was that the gap between the earnings of women and men had narrowed in the last decade. Given demographic trends and the improved qualification levels of women, the gap is likely to continue to close and this has led some to advocate a diminished role for public policy and particularly for equality related regulation (Shackleton 2008).

However there are a variety of definitions and measures of the gender pay gap and the measure used can have a significant effect on the estimate of the gap. The evidence suggests that whichever measure is used, a gap remains. For example, women continue to be paid less than men – 21 per cent less in terms of median hourly pay for all employees (and 13 per cent less than men for those employed full-time). Allowing for shorter working hours, weekly earnings of women in full-time employment are 22 per cent less than men (GEO 2010). It is sometimes assumed that wages tend to grow with age and experience, however the pay gap for women widens as they age and women's pay, relative to men's, declines not just at the moment of first becoming a mother, but through most of the first child's childhood (it is only for women with high qualifications and working in the public sector that 'career progression' in wages is apparent). Pay levels for women do not reflect improvements in their qualification levels in recent years and research identifies a variety of psychological, social and cultural factors that impact on pay and labour market progression.

A substantial part of the challenge is seen to lie with work organisation underpinning economic activity in the UK. Wage and status differences between different occupations are large and women are far more likely than men to work in poorly paid, part-time work, reflecting the low value that is accorded to the nature of this work more generally in the UK. Opportunities for training and promotion and career pathways are generally limited to women concentrated in this type of work and it is often difficult to move from low-paid occupations to higher status and middle class occupations. At the other end of the occupation scale, women in management positions are far less likely than their male peers to reach 'Board level' positions and realise the benefits associated with this progression. Research by Gallie and Zhou (2009) suggests the need to 'un-pick' the nature of part-time work to inform policy development. They find that women working longer part-time hours are more likely to benefit from improved skills levels than those working shorter hours. A particularly relevant finding of their work in the context of WWSPI is that improvement in skills is often not reflected in improvements in pay. The combination of a rise in relative skills and a rise in relative pay is actually confined to those in the highest occupational positions and this has clear implications for the development of a fair society and may influence the further development of WWSPI.

The NEP (GEO 2010) found that differences in pay within each social group (in this instance men and women) are usually only a little narrower than those across the population as a whole. Moving towards a more equal society requires not only narrowing gaps between men and women, but also between the more and less advantaged within each group. There is almost as much inequality between well-paid and low-paid women as there is between the well-paid and the low-paid overall (GEO 2010).

The nature of the gender pay gap and the reasons for it are complex and contested. There is however some common agreement that there are complex interdependencies between a variety of factors – education and skills, horizontal and vertical segregation, motherhood, lifetime working patterns, unequal pay and free or forced choice for example, which all play a part in the gender pay gap. WWSPI sits within a framework where a range of policies and regulatory developments seek to further the equality agenda.

### **3.2.2 WWSPI and the wider agenda**

The fact that the gap in terms of pay is beginning to narrow is clearly positive but a clear gap still remains, indicating that although things are moving in the right direction much more is needed to be done to achieve further progress in this area.

At the time of authoring this report, Phase 4 of the WWSPI programme is half way through its implementation timeframe (April 2010 to March 2011). The skills agenda continues to develop and the first National Strategic Skills Audit marshals the evidence base to provide a basis for discussion of the existing and future skill needs of the economy (UK CES 2010c). It highlights sectors and occupations where most focus is likely to be required (and the fact that most sectors and occupations are gendered) and the analysis underpinning the Audit has informed the development of WWSPI Phase 4.

A new Coalition Government was formed in May 2010 and public policy continues to pursue the twin aims of a healthy economy and a fair society, albeit within an austere fiscal climate. Coalition policy is founded upon three principles – freedom, fairness and responsibility outlined in the programme for government (Cabinet Office 2010). It reaffirms several challenges and the many barriers to social mobility and equal opportunities in Britain today. Uppermost amongst these is equal pay and the Coalition commits to a range of measures to end discrimination in the workplace including extending the right to request flexible working to all employees, a fair pay review in the public sector and the promotion of gender equality on the boards of listed companies - all elements of the Equality Act passed in October 2010.

The concerns associated with the development of WWSPI identified by the consultation at the end of Phase 2 remain relevant today (PRI 2009a). These concerns relate to three key issues which are discussed briefly below:

- Programme performance - whilst the WWSPI was close to achieving the target outputs set for the programme, it has fallen short by a small margin in each Phase. This is seen by some to signal an under-performance of the programme whilst others see it as a reflection of the innovative, time-bound and demand-led nature of the



programme (where employers and their interests influence demand and the pace of delivery)

- The scale of the programme – WWSPI funds relatively small-scale project based interventions and whilst these appear to be beneficial to individual women and individual employers, they are felt by some to be unlikely, in the short term, to have a wider impact on the sector as a whole. The implications of this are contested with, for example, some arguing for the discontinuation of the programme and the majority arguing for continuation and, in the event of a different spending climate, an expansion of the programme. The Phase 3 survey provides some evidence of improvements to women's pay; however, whether the scale and scope of this impact is sufficient to overcome the gender pay gap in society more generally is contested. For some the WWSPI is recognised as a useful 'stepping stone' towards the change desired by the Women and Work Commission, for others it is a 'drop in the ocean'.
- The impact of the programme on organisations – there is little evidence of the effect of the programme on organisational culture. The surveys of employers do however provide some evidence of impact on the policies and practices of employers. For example, two-thirds of employers would not have taken any steps in their organisation to increase employment prospects for women if they had not become involved with the WWSPI. However, questions associated with wider impact and value for money requires further investigation and policy discussion.

The Coalition programme for government contains indicative policy changes in all major policy areas and the impact on equality and skills policy is emerging. A Strategy for Sustainable Growth (BIS 2010) highlights the essential role that an educated and skilled workforce plays in achieving economic growth and contributing to social mobility and fairness. The WWSPI aims to support sustainable growth and enterprise whilst at the same time supporting social mobility. The WWSPI survey findings suggest that WWSPI has played a key role in supporting employers to address competitiveness issues and that it may provide a model for further policy development. The evidence of impact provided by employers is persuasive - 95% of employers report that WWSPI led participants to 'do their jobs better' and 93% of employers report that the training provided through WWSPI has met a previously identified skills gap. Career progression is increasingly recognised as a means of improving social mobility and the findings emerging from the survey of individual participants provide an indication of the positive impact of the programme in this respect – almost one in three WWSPI participants have given more responsibility at work and almost one in ten have received a promotion. Government policy in relation to the Women and Work agenda is emerging at the current time. No plans have been published to re-convene the Women and Work Commission however issues associated with narrowing the pay gap such as encouraging the representation of women at the highest levels of the organisation are a key element of policy. There is a move towards less rather than more regulation and it may be that WWSPI is seen as a key means of taking the equalities agenda forward with employers in a practical way. WWSPI has been identified as a refreshing change from the normative approach often adopted in this agenda based on *'telling business that they should be doing something different'*. The WWSPI is recognised as a 'tool', service or solution which can assist employers to raise their game. It combines the needs of the sector (articulated in the Sector Skills Agreement) with the specific needs of the employer (through interaction with an

intermediary) and the individual (through WWSPI intervention). It provides the opportunity to fund specific interventions that are not part of mainstream provision which are directly related to taking the organisations forward and meeting the interests of both the employer and the individual. Employer and employee satisfaction with the intervention is high and there is emerging evidence from the surveys of some emerging social, cultural and economic impact.

Policy measures to encourage women to undertake training in the workplace tend to be rare and in this way, the WWSPI can be seen to make a unique contribution to both encouraging learning and narrowing the pay gap in a way which supports improved business performance and makes a contribution to realising competitiveness advancements which will benefit the economy as we move.



## 4 Introduction

This report summarises the findings of quantitative research to evaluate Phase 3 of the Women and Work Sector Pathways Initiative (WWSPI).

### 4.1 Women and Work Context

In the summer of 2004 Baroness Prosser was asked to chair an independent review (the Women and Work Commission) to examine the causes of the gender pay and opportunities gap and to find practical ideas to close it within a generation. In February 2006, the Women and Work Commission published their review and made recommendations in the report *Shaping a Fairer Future* (WWC, 2006). The review drew attention to the many advances in women's position in society and at work made in the 30 years since the Equal Pay Act, with more women in employment and occupying senior positions than ever before. However, in spite of recent progress a pay and opportunity gap for women remains and the review highlighted the need for a change in culture to maximise the potential contribution of women in our society. The Women and Work Commission set out a wide ranging and challenging agenda making forty recommendations aimed at bringing about culture change and maximising the potential of women in the workforce.

Responding to these recommendations, the New Labour Government Action Plan, published in September 2006 put forward a range of proposals, one of which was the Women and Work Sector Pathways Initiative (WWSPI). This led to the development of a £10 million (matched by employers) pilot project to support Sector Skills Councils (SSCs) in developing projects providing women with the skills, confidence and mentoring support to progress or move into male-dominated occupations. SSCs, working with others, have a key role to play promoting what works for employers in terms of diversity, while also influencing the development of a demand-led skills system. They can make the case for diversity, support targeted training and embed diversity strategically through Occupational Standards, qualifications frameworks and labour market intelligence. SSCs were funded to lead on the WWSPI which is intended to test new recruitment and career pathways for women in sectors, sub-sectors or occupations where they are under-represented and where there are skills shortages. Within this broad aim there are a number of longer-term objectives to be achieved:

- Increasing the entry and retention levels of women into sectors, sub-sectors or occupations where they are currently under-represented and there are specific skills gaps and shortages
- Increasing instances of career progression by women in sectors, sub-sectors and occupations where they are currently under-represented and there are specific skills gaps and shortages
- Increasing the short term and long term earning potential for women in sectors, sub sectors and occupations where they are currently under-represented and there are specific skills gaps and shortages.
- Engaging employers in overcoming barriers faced by women in the labour market whilst meeting skill needs.

- Encouraging a learning culture of long-term training with employers and participants.

## 4.2 Programme implementation

The initial WWSPI pilot was completed in March 2008 and due to its success, further funding was made available for subsequent Phases to 2011 (see Table 1 for an implementation timeline).

**Table 4: WWSPI implementation timeline**

Initial pilot (Phase 1) April 2008 – March 2009	October 2006 – March 2008
<b>Phase 2</b>	April 2008 – March 2009
<b>Phase 3</b>	April 2009 – March 2010
<b>Phase 4</b>	April 2010 – March 2011

The WWSPI has developed and evolved over several Phases, with some SSCs leaving the programme and others joining it through a competitive ‘bidding process’ organised on an annual basis (Table 2). The programme sought to develop innovative approaches to policy intervention and new delivery projects have been developed to reflect the needs of specific sectors. Several projects have run over consecutive Phases of the programme and have evolved as the SSCs have identified further opportunities and/or incorporated the learning and experience associated with implementation of the programme.

**Table 5: SSCs involved in the WWSPI (Phases 1, 2 and 3) – number of women beneficiaries**

	Phase 1	Phase 2	Phase 3
<b>Asset Skills</b>	1,638	928	1,042
<b>Automotive Skills</b>	1,114	740	471*
<b>Construction Skills</b>	2,291	688	538
<b>EU Skills</b>	141	240	611
<b>Financial Services</b>			9
<b>GO Skills</b>		22	29
<b>Improve</b>	229		
<b>Lantra</b>	995	745	645
<b>People 1<sup>st</sup></b>			100
<b>SEMTA</b>	188	142	273
<b>Skillfast UK</b>	871	680	707
<b>Skills for Justice</b>		66	492**
<b>Skills for Logistics</b>	101		
<b>Total</b>	7,568	4,251	4,917

\* Includes 11 in a small pilot project \*\* includes 97 in a pilot project

Programme implementation has been informed by evaluation in the pilot (IFF 2009, PRI 2009) and subsequent implementation Phases (BMG/Leeds Met 2010). The evaluation evidence from surveys of both employers and individual beneficiaries and the views of stakeholders involved in the management and delivery of the programme provide an indication of the positive value of the programme. The evaluations also identified a number of policy challenges including:

- Engaging employers – the tendency to engage larger employers (not smaller ones where market failure can be most pronounced)
- Lifelong learning – the potential for progression in terms of individual learning and finding flexibilities required to support this over successive Phases of the programme
- In common with subsidised training interventions more generally, there is an element of both additionality and deadweight associated with WWSPI

As WWSPI moved into Phase 3 implementation (April 2010), the economic context remained poor until the economy moved tentatively out of recession in January 2010 (although concerns remain about a ‘double dip’ recession). The performance of WWSPI was highlighted in the *Review of the recommendations of the Women and Work Commission* that emphasised the success of WWSPI and the large number of women (almost 12,000) who have benefited from the support of the initiative in the first two Phases of implementation (WWC 2009).

### 4.3 Summary of Phase 2 Evaluation

The second Phase evaluation reports followed that of the first Phase evaluation and provided an indication of the outcomes associated with WWSPI and the performance of the programme. The quantitative evaluation (BMG Research 2009/2010) was based on surveys completed by 323 employers and 917 women who participated in the WWSPI. This evaluation introduced the online survey element in interviewing participants.

Phase 2 of the WWSPI ran from April 2008 to March 2009, starting at a time when the UK entered recession and there were fears that employers would cut training to save costs. The government’s response was to encourage employers to invest in training to help survive the recession. Out of a target of 4,803 for Phase 2 the programme reached 4,251 participants (89% of target).

The findings emerging from the Phase 2 evaluation suggested that WWSPI had continued to encourage employers to invest in training and that the programme had met its objectives to varying degrees.

Key findings emerging from the Phase 2 evaluation include:

- 96% of employers and 90% of individual beneficiaries were 'quite' or 'very' satisfied with their involvement in WWSPI
- 79% of the women participating in the initiative obtained a positive outcome in terms of changes in job role, increased pay or gaining a qualification
- Access to free/subsidised training helped to overcome a key barrier to training faced by many women in the workforce

Phase 2 findings indicated that WWSPI had continued its success in reaching employers and participants that would not have engaged in such training for women had this initiative not been available:-

- 41% of employers had either never thought of providing this type of training before or had considered it but dismissed the idea. Just 37% had any definite plans to provide this type of training
- Even where this type of training was already planned to some degree, the programme has enabled the training to be made available to a greater number of women within the organisation in over a quarter of cases (28%), and in half of cases it has brought forward the decision for this training to be undertaken (50%)
- 66% of employers would not have taken any steps in their organisation to increase employment and prospects for women if they had not become involved with the WWSPI and 48% believe the initiative has accelerated progress in terms of female employment and improving prospects for women within their organisation
- For a total of 6 in 10 participants the WWSPI has provided training opportunities that were either not available at all (32%) or has enabled them to train sooner than they would otherwise have been able to do (29%)

The WWSPI has also been a driving force in creating further learning opportunities for participants:-

- 26% of participants had gone on to register or undertake further learning since the training initiative and where they had not done so already 62% of participants say they are likely to
- 56% of participants believed that the WWSPI had made it easier for them to undertake further learning and two-thirds felt it has given them more confidence (65%) and increased their interest in doing so (66%)
- 30% of participants were clear that they would not have been considering any further learning had it not been for the WWSPI and this proportion increased to 48% amongst participants who held no qualifications when they started on the initiative
- Overall 96% of participants achieved a positive change in their likelihood to undertake further learning as a result of their involvement in the initiative

Headline indicators in terms of achieving the objectives associated with WWSPI included:

Objective A: Increasing the entry and retention levels of women into sectors, sub-sectors or occupations where they are currently under-represented and there are specific skills gaps and shortages

- 64% of individual participants stated that they are more likely to remain with the employer as a result of having taken part in WWSPI
- 65% of employers report that WWSPI has been very successful in meeting previously identified skills gaps

Objective B: Increasing instances of career progression by women in sectors, sub-sectors and occupations where they are currently under-represented and there are specific skills gaps and shortages

- 12% had received a promotion (and a further 31% felt that this was more likely to happen as a result of their involvement) and 6% had secured a job that they wanted in another organisation

Objective C: Increasing the short term and long term earning potential for women in sectors, sub sectors and occupations where they are currently under-represented and there are specific skills gaps and shortages;

- 28% had achieved a pay increase

Objective D: Engaging employers in overcoming barriers faced by women in the labour market whilst meeting skill needs

- 27% of employers reported that they are much more likely to take action to ensure that a greater proportion of women reach management positions

Objective E: Encouraging a learning culture of long term training with employers and participants

- 34% of employers reported that their involvement has had a longer term impact on attitudes towards the employment and progression of women in their organisation
- 28% stated that they are much more likely to monitor the progression of women within the organisation.
- 41% of employers had either never thought of providing this type of training before or had considered it but dismissed the idea

The consultation after the end of Phase 2 concluded that the majority of stakeholders directly involved in the development and implementation of WWPSI continued to talk enthusiastically about the programme and its benefits. However some stakeholders not directly involved in the programme drew attention to wider concerns associated with the programme (PRI 2009a). These concerns relate to four key issues as follows.

- Achievement of targets – Whilst WWSPI was close to achieving the target outputs set for the programme, the programme fell short by a small margin in both Phase 1 and Phase 2. This is seen by some to signal an under-performance of the programme whilst others see it as a reflection of the

innovative, time-bound and demand-led nature of the programme (where employers and their interests influence demand and the pace of delivery)

- The scale of the programme. WWSPI funds relatively small-scale project based interventions and whilst these appear to be beneficial to individual women and individual employers they are unlikely in the short term to have a wider impact on the sector as a whole
- The impact of the programme on organisations – there is little evidence of the effect of the programme on organisational culture. The surveys of employers do however provide some evidence of impact on the policies and practices of employers. However questions associated with wider impact and value for money require further investigation and policy discussion
- There is little evidence of impact of the programme on key issues such as women's pay (and the gender pay gap). The surveys do provide some evidence of improvements to women's pay however whether the scale and scope of this impact is sufficient to overcome the gender pay gap in society more generally is contested

This report presents the findings of quantitative surveys amongst employers and participants involved in Phase 3 of WWSPI providing further evidence of the progress and impact of the programme.

The table in Annex 1 summarises the programme elements of the WWSPI in each SSC in Phase 3.

### 4.4 Methodology

Fieldwork for the survey was conducted in July and August 2010.

In order to provide a balanced evaluation, both employers and participants were surveyed.

As in Phase 2, participants were surveyed by means of a two-prong approach; they were asked to complete the survey online and only telephoned for an interview using computer-aided telephone interviewing (CATI) if they did not take or have the opportunity to do so. Employers were interviewed by telephone (CATI).

Amongst participants, 1,060 interviews were conducted in total; 519 online and 541 by telephone. Amongst employers, 338 interviews were conducted.

This evaluation also repeated the follow up telephone survey with participants from the previous evaluation. In Phase 2, 100 participants from the Phase 1 evaluation that had agreed to be contacted for further research were interviewed. In Phase 3, as a consequence of using the two-prong approach of online and telephone survey amongst Phase 2 participants that had agreed to be followed up, 152 Phase 2 participants took part in the evaluation. The sample of follow up interviews achieved was weighted to ensure that it is representative of the profile of Phase 2 participants by SSC. A table summarising the achieved sample profile can be found in Annex 2.

## 4.5 Sample structure

The samples for this survey were designed using data from the UK Commission's database of participants and employers taking part in Phase 3. The sample frame was obtained from the UK Commission.

### 4.5.1 Amongst Employers

The survey amongst employers was enterprise-based and data and questioning was based on responses of employers based on all their sites in England.

Quotas were set based on the sector in which the employer, and the organisation employing the participant, operates. This was expressed as sector skills council (SSC) footprint. Amongst both employers and participants it was effectively a case of maximising the number of interviews achieved within each SSC footprint. This census approach echoed the approach used when the evaluations of Phase 1 and Phase 2 were conducted.

The data was weighted by SSC footprint, using the profile supplied by the Commission's database. This was to ensure that the resulting data was based on a representative population profile.

The table in Annex 2 provides population figures by SSC footprint for employers and these are the figures on which the weighting factors for the employer data have been based.

All employers were sent a letter prior to the start of the telephone survey, forewarning them of the evaluation and offering them the opportunity to opt out of the survey via a BMG freephone helpline or by email.

### 4.5.2 Amongst participants

The table in Annex 2 also provides population figures by SSC footprint for participants and these are the figures on which the weighting factors for the participants data have been based. It also presents the number of interviews achieved.

Participants received a letter informing them of the evaluation and inviting them to take part in an online survey. The letter also offered them the opportunity to opt out of the survey by contacting BMG on a freephone helpline.

## 4.6 Statistical reliability

The number of interviews conducted with a group is a key indication of the statistical reliability of findings for that group. The following table shows base sizes for each of the survey samples and across the sectors.

As with all quantitative research, the sample size is subject to a level of statistical reliability at various levels. Furthermore, when the population is relatively small, it is also subject to a 'finite population correction' which takes into account the proportion of the population interviewed and reduces the size of the sample error if the population size is very small.

Statistical reliability also increases, the nearer the statistic measured is to 0% or 100%. It is at its greatest for a statistic of 50% (where the sample is effectively divided in its opinions).



To give an indication, a finding of 50% on a base size of 338 interviews has a confidence interval of  $\pm 5.5\%$  at the 95% level. That is to say that if the survey returns a finding of 50% for a particular question there is a 95% probability that the “true” figure (amongst all those employers in the population, not just those interviewed) will lie within  $\pm 5.3\%$  (i.e. between 44.7% and 55.3%) of that finding.

### 4.7 Report contents

In the next sections of this report chapters 5 to 11 present the detailed findings from the Phase 3 evaluation. In order to make it clear which findings related to employers and which relate to participants, in each of these chapters the findings amongst employers are presented first, followed by the findings amongst participants.

It should be noted that charts and tables presenting the employer data by each SSC are restricted to just four of the SSCs that took part in Phase 2, as the base sizes for analysis are too small for the remaining SSCs.

Chapter 12 provides a summary of the findings from the additional element of this evaluation which involved re-interviewing 152 participants that also took part in the Phase 2 evaluation.



## 5 Profile of Phase 3 Participants

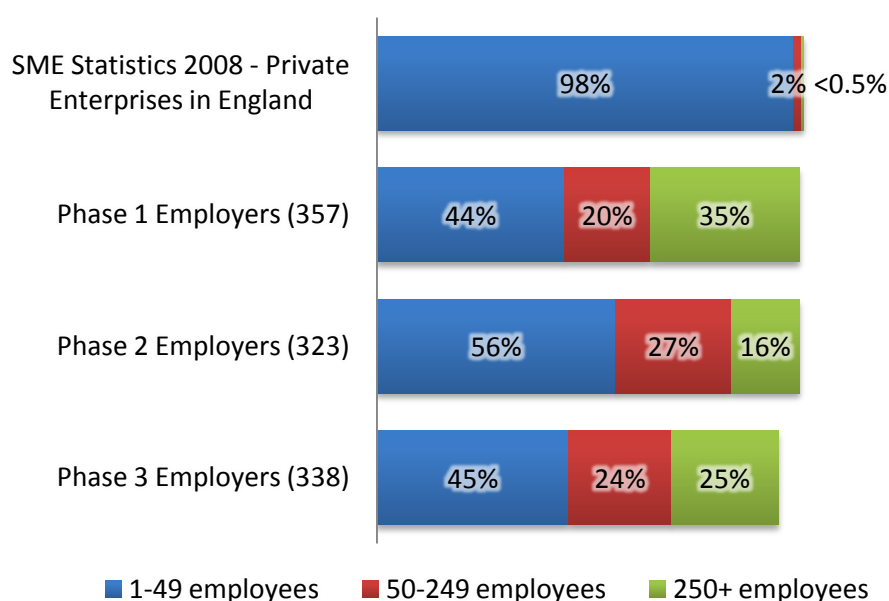
In this first chapter of the report we look at who the WWSPI reached in Phase 3, in terms of the profile of employers that were involved in the initiative and then the profile of the female participants that took part.

### 5.1 Employers

#### 5.1.1 Size

The profile of employers participating in Phase 3 of WWSPI is more similar to Phase 1 than Phase 2. More than two-fifths of employers have 1-49 employees (45%; 56% in Phase 2) and a quarter have either 50-249 or 250+ employees. Compared with the actual business population, where 98% of private enterprises in England have 1-49 employees<sup>4</sup>, small businesses are under-represented in the WWSPI, while larger employers are over-represented.

**Figure 7: Size of participating employers compared with all private enterprises in England (All Employers)**



Figures in parentheses are unweighted bases

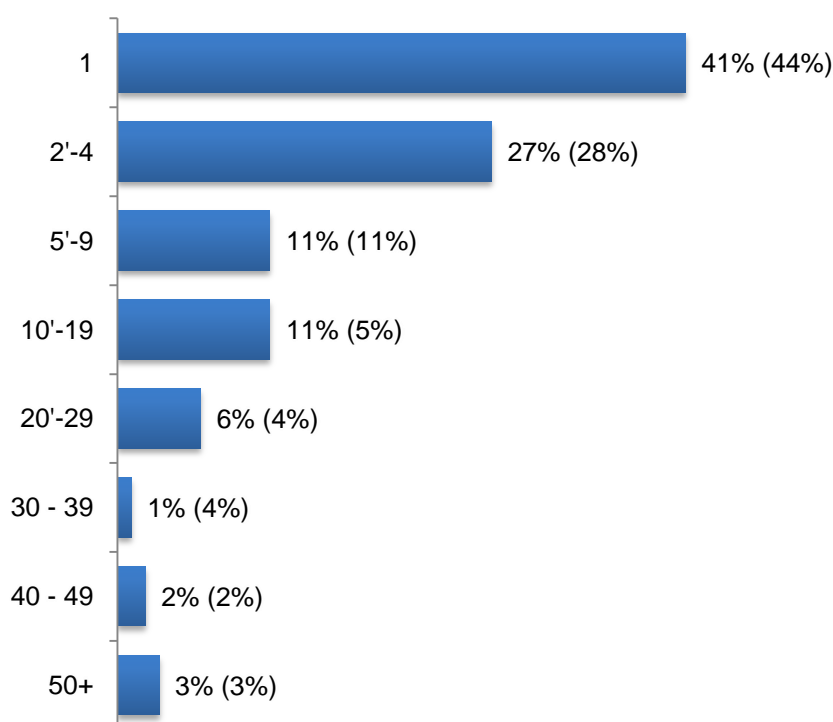
The majority of employers participating in Phase 3 of the programme have only one workplace in the organisation in England (69%; 78% in Phase 2), with nearly a third that have more than one site in England (31%; 22% in Phase 3). Nearly 1 in 5 employers had participants involved in Phase 3 of the initiative that were spread across more than one site in England (18%).

Most often, and in just over two-fifths of cases, employers involved in Phase 3 of WWSPI had just one female employee participating in the initiative (41%; 44% in

<sup>4</sup> SME Statistics 2008, Department for Business innovation and Skills (BIS) website (<http://stats.bis.gov.uk/ed/sme/>)

Phase 2 and 42% in Phase 1), a further two-fifths had between 2 and 9 employees participating (38%), with 16% that had 10-29 participants and 1 in 20 with 30 + participants. This is illustrated in Figure 8.

**Figure 8: Number of participants per employer (All employers)**



Figures in parentheses are from phase 2  
Unweighted bases: Phase 3 = 338; Phase 2 = 323

On average, across employers of all sizes, 9 employees participated in Phase 3 of WWSPI (the average was 10 in Phase 2), which equates to an average of 1% of employers' total workforce. In smaller organisations, as expected, the proportion is higher, at 45% for employers with 10 or fewer employees.

Of their total female workforce, an average of 4% has undertaken the initiative in Phase 3 (6% in Phase 2). This proportion increases to 69% amongst employers with 10 or fewer employees, compared with 34% amongst those with 11-49 employees, 15% amongst those with 50-249 employees and just 3% where 250+ are employed.

### 5.1.2 Workforce Structure

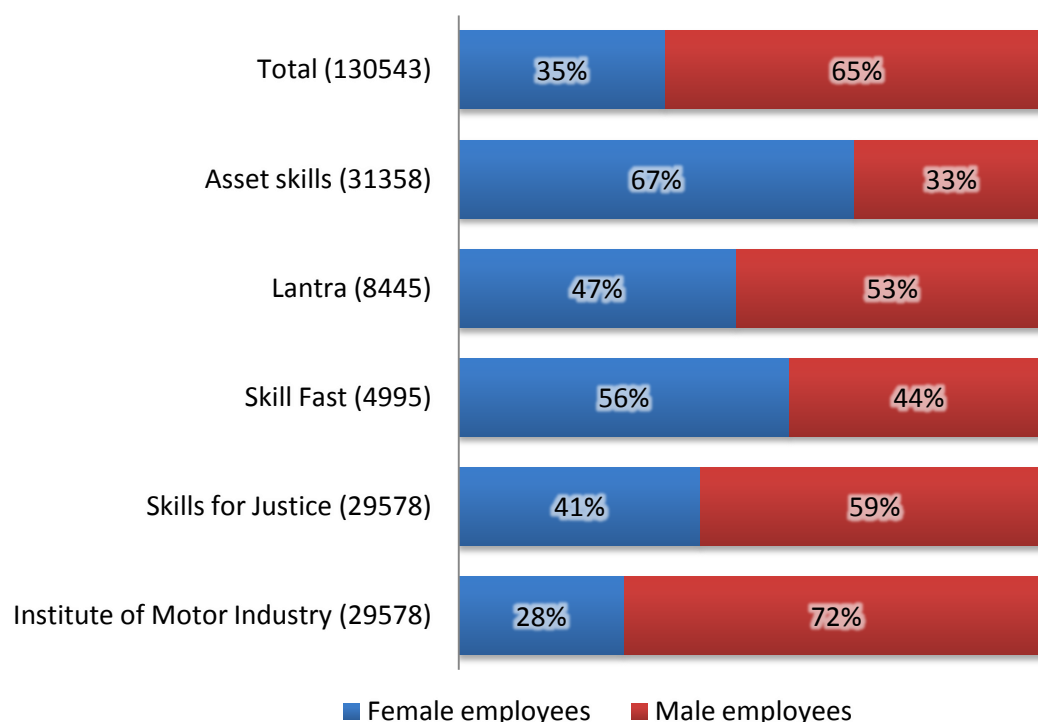
On average, across all employers participating in Phase 3, just over a third of their workforce are female (35%). This is almost the same proportion as in Phase 2 (36%) and higher than in Phase 1, when an average of 28% of employers' workforces was female. However, compared with England overall, where 48% of working age

employees are female<sup>5</sup>, for the employers participating in this third Phase of WWSPI, females are still largely under-represented in their workforces.

In smaller organisations the proportion of females is higher, at 66% amongst employers with 10 or fewer staff.

Amongst the SSCs that have large enough base sizes for analysis Asset Skills, followed by Lantra have the largest proportion of female workers, and in fact above the England average of 48%. The Institute of the Motor Industry (IMI) has the lowest proportion of female workers, at just 28%.

**Figure 9: Breakdown of workforce by gender – in total and for the 5 SSCs with large enough base sizes for analysis (Based on the total workforce of each)**



Figures in parentheses are unweighted bases

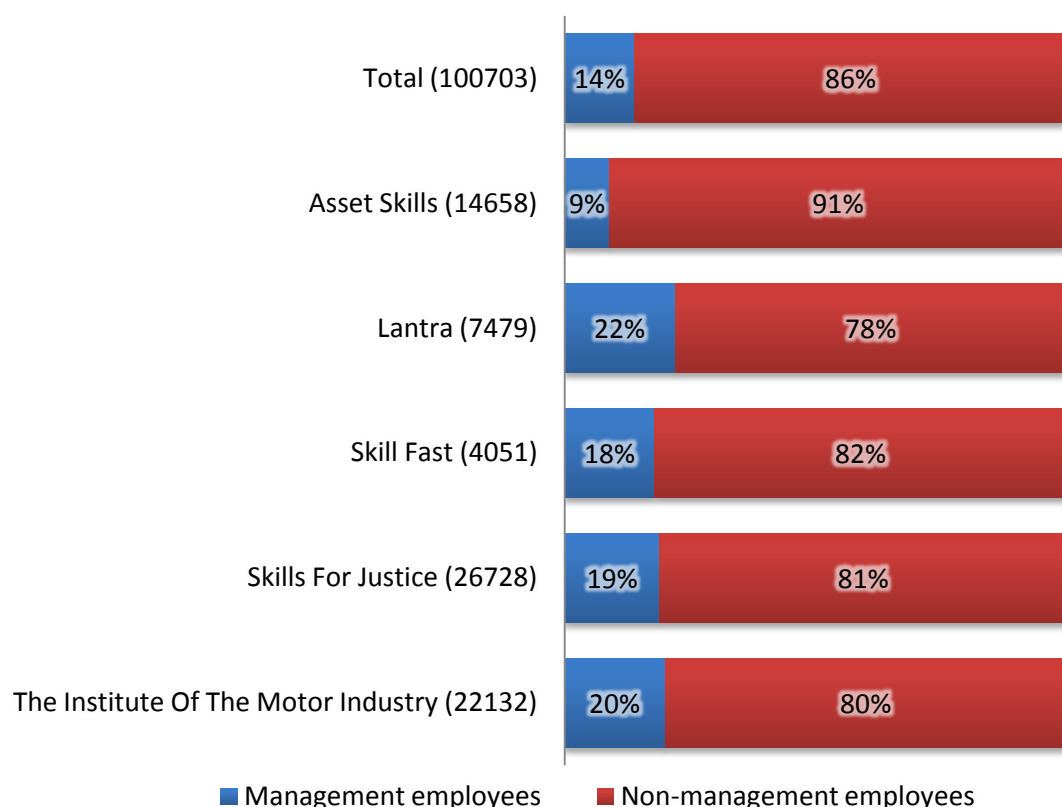
Of the total workforce of Phase 3 employers 1 in 7 employees are in management positions (14%; 26% in Phase 2). Unlike Phase 2, this proportion is below the average across England, where 18% of staff is in managerial occupations.<sup>6</sup> Figure 10 highlights how the proportion in management positions varies between SSCs (where they have large enough base sizes for analysis).

Amongst the total female workforce the average number in managerial occupations is lower, at 1 in 10 (10%; 20% in Phase 2).

<sup>5</sup> Annual Population Survey July 2008-June 2009 (from Nomis March 2010)

<sup>6</sup> National Employers Skills Survey 2007

**Figure 10: Breakdown of workforce by position – in total and for the 5 SSCs with large enough base sizes for analysis (Based on the total workforce of each)**

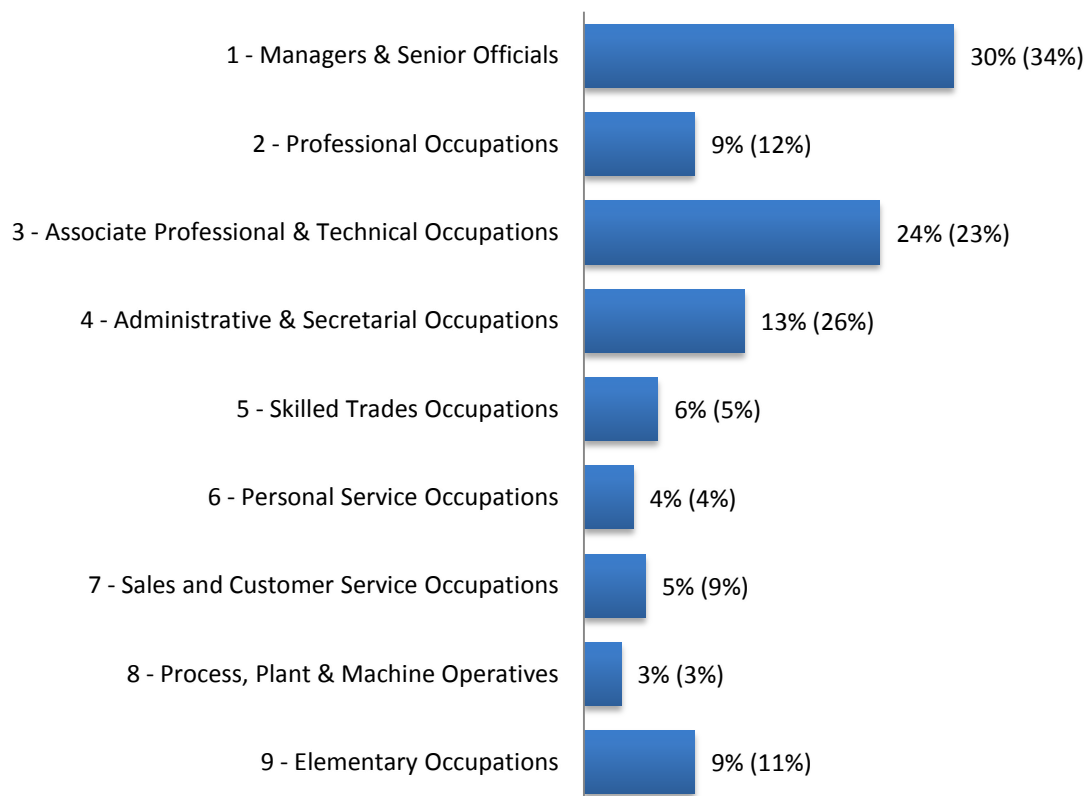


Figures in parentheses are unweighted bases

### 5.1.3 Occupations Participating

The occupational profile of the female employees that took part in Phase 3 of the initiative is very similar to Phase 1 and Phase 2. Figure 11 shows the profile by occupation for Phase 3, with the figures for Phase 2 in brackets. For the highest proportion of employers the employees they sponsored on the initiative were in manager and senior official occupations when they started on the initiative (30%), with the second highest proportion in Associate Professional and Technical occupations (24%). The data suggests that participation from individuals in administrative and secretarial occupations has fallen since Phase 2 (from an incidence of 26%, to 13% in Phase 3).

**Figure 11: Occupations in which employers had at least one participant (All employers)**



Figures in parentheses are from Phase 2  
 Unweighted bases: Phase 3 = 338; Phase 2 = 323

#### 5.1.4 Training Plans/Procedures and Working Practices

The proportion of employers involved in Phase 3 of the initiative that have formal plans or procedures in place to monitor the skills needs of their employees remains high, as it was in Phase 1 and Phase 2. Table 6 summarises the pattern across the three Phases, and by SSC for Phase 3.

**Table 6: Training Plans and Policies in place (All employers in total and for the 5 SSCs that have large enough base sizes for analysis)**

	Phase 1 Total	Phase 2 Total	Phase 3 Total	SSC				
				Asset Skills	Lantra	Skill Fast	Skills for Justice	IMI
<b>Conduct staff appraisals (formal or informal)</b>	83%	85%	81%	95%	67%	63%	98%	93%
<b>Conduct training or development needs assessments</b>	77%	76%	78%	93%	63%	59%	98%	93%
<b>Have a training or development plan that specified in advance the level and type of training or development your employees would need in the coming year</b>	67%	68%	69%	90%	50%	49%	87%	85%
<b>Have a budget for training or development expenditure</b>	57%	68%	69%	71%	54%	56%	94%	67%
<b>Equal opportunities policy or plan</b>	-	84%	86%	100%	73%	78%	98%	93%
<b>None of these</b>	9%	8%	10%	0%	18%	19%	0%	4%
<b>Unweighted Bases</b>	<b>357</b>	<b>323</b>	<b>338</b>	<b>42</b>	<b>120</b>	<b>63</b>	<b>47</b>	<b>27</b>

Overall more than 8 in 10 employers involved in Phase 3 conduct staff appraisals; three-quarters conduct training or development needs assessment, and around two-thirds have a training or development plan that specifies in advance the level and type of training or development their employees would need over the coming year; and/or a budget for training and development expenditure. The levels vary according to SSC, however overall, compared to the national average, employers involved in WWSPI are more likely to have a training budget (69%; 35% on average<sup>7</sup>) and a training plan (69%; 48% on average<sup>8</sup>).

Skills for Justice employers are especially likely to have formal plans and procedures in place, with no employers within this SSC saying they have none of the plans or policies mentioned.

<sup>7</sup> National Employer Skills Survey 2007

<sup>8</sup> National Employer Skills Survey 2007

Overall just 1 in 10 employers from Phase 3 have none of these plans or policies in place, although this proportion increases significantly amongst the smallest organisations employing 10 or fewer staff (30%).

In terms of benefits or arrangements offered to staff, of those asked about, the largest proportion of employers in Phase 3 (as in Phase 2) offer part-time working opportunities (84%), followed by flexi-time (70%). Over half offer paternity benefits/pay or leave and half offer career breaks or non-statutory maternity pay. A third offer school term-time contracts. These findings are summarised in Table 7 overall and for each SSC where base sizes allow.

**Table 7: Benefits or working arrangements offered to employees (All Phase 3 employers in total and for the 5 SSCs that have large enough base sizes for analysis)**

	SSC						
	Total Phase 2	Total Phase 3	Asset Skills	Lantra	Skill Fast	Skills for Justice	IMI
<b>Part-time working opportunities</b>	81%	84%	90%	77%	73%	96%	89%
<b>Flexitime</b>	63%	70%	76%	67%	46%	91%	59%
<b>Paternity benefits; pay and leave</b>	54%	59%	67%	42%	44%	91%	48%
<b>Home-working opportunities</b>	54%	57%	43%	54%	52%	72%	48%
<b>Career breaks</b>	45%	50%	55%	38%	30%	87%	30%
<b>Non-statutory maternity pay</b>	44%	47%	57%	38%	21%	77%	44%
<b>Shift patterns</b>	41%	53%	81%	32%	41%	74%	56%
<b>Childcare vouchers</b>	34%	44%	43%	23%	35%	70%	56%
<b>School term-time contracts</b>	30%	34%	48%	31%	24%	51%	15%
<b>Financial assistance for childcare</b>	26%	30%	29%	18%	17%	53%	22%
<b>None of these</b>	7%	10%	7%	15%	19%	2%	0%
<b>Don't know</b>	1%	0%	2%	0%	0%	0%	1%
<b>Unweighted Bases</b>	<b>323</b>	<b>338</b>	<b>42</b>	<b>120</b>	<b>63</b>	<b>47</b>	<b>27</b>

A range of these benefits are more likely to be offered by larger employers with 250+ staff, including shift patterns (79%), childcare vouchers (77%), paternity benefits (85%) and home-working opportunities (68%).

Skills for Justice again stand out as having a high proportion of employers that offer each of these benefits to their workforce.

Just 10% of all employers offer none of the stated benefits or arrangements.

Where employers do offer the benefits mentioned above and/or have the training/HR policies or plans mentioned in Table 6, 1 in 20 say they have introduced at least one of these during the time they have been involved in Phase 3 of WWSPI (5%).

A quarter of all employers are considering introducing more of these types of initiatives in the future (23%; 20% in Phase 2). The initiatives most likely to be introduced by these employers include childcare vouchers (19%); school term-time contracts (18%); financial assistance for childcare (18%); a budget for training and development expenditure (15%); training or development needs assessment (12%); a training or development plan (12%); paternity benefits, pay and leave (12%); non-statutory maternity pay (11%); and career breaks (9%).

Of the employers that are considering offering new employment or training initiatives, a quarter say their involvement in WWSPI has influenced this decision either to a great or some extent (24%), and a further 16% say their involvement has been an influence to a small extent.

### 5.1.5 Prior Investment in Training

Employers were asked about any off-the-job training that has been provided to participants that had worked for the company for at least 12 months, as well as training offered to other employees over the last 12 months.

In 54% of cases where employers have more than one participant on the programme and their participants have worked for the company for at least 12 months, participants have been offered other forms of off-the-job training in the last 12 months (61% in Phase 2). Therefore within employer organisations that reported more than one participant on the programme that has worked for the company for at least 12 months, nearly half (46%) indicated that the WWSPI has been the only form of off-the-job training received in the last 12 months.

In 55% of cases where employers have just one participant and their participant has worked for the company for longer than 12 months, participants have received other forms of off-the-job training in the last 12 months. Within more than two-fifths of employer organisations with just one longstanding employee who has been a participant, the only off-the-job training received in the last 12 months has been via the WWSPI (44%).

Overall, considering staff who participated in the WWSPI and those that did not, 85% of employers have provided some form of other off-the-job training to their staff in the last 12 months (86% in Phase 2). This level of training provision is high compared with the national average, where an average of 68% of employers have provided any training at all, and in just less than half of cases this has included off-the-job training (51%)<sup>9</sup>.

Out of all participating employers therefore, it leaves 15% (14% in Phase 2) where the only form of off-the-job training provided to any staff in the last 12 months has been via

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<sup>9</sup> National Employer Skills Survey 2009



the WWSPI, and this proportion is significantly higher amongst the smallest organisations (40% amongst employers with 10 or fewer staff).

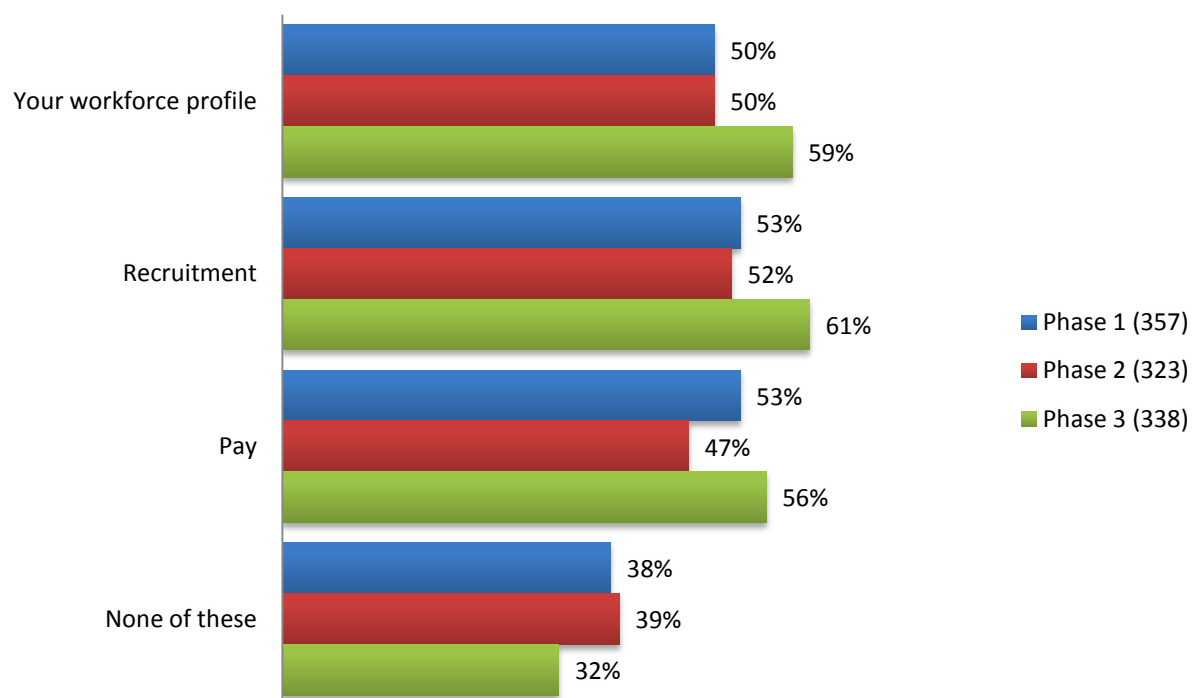
### 5.1.6 Monitoring for equal treatment

Due to the nature of the WWSPI it is interesting to note what procedures participating employers already have in place to monitor equality in their workplace.

The vast majority of Phase 3 employers have an equal opportunities policy or plan in place (86%) which is similar to the proportions in Phase 2 (84%) and Phase 1 (88%). By SSC, the proportion with an equal opportunities plan is notably lower amongst employers within Lantra (73%).

Compared with Phase 1 and Phase 2 the proportion of employers in Phase 3 that monitor their workforce profile, recruitment and pay with respect to gender has increased (as Figure 12 highlights). Around three-fifths of all employers monitor their workforce profile (59%) or levels of pay (56%) and/or monitor their recruitment (61%) with respect to gender. A third of all employers (32%) do not monitor any of these with respect to gender, and this is most likely to be the case in smaller organisations (61% amongst employers with 10 or fewer staff, compared with 11% of employers with 250+ employees).

**Figure 12: Factors monitored by employers with respect to gender (All employers)**



Figures in parentheses are unweighted bases

Other than being involved with the WWSPI, 16% of employers in Phase 3 have taken other positive actions to address the issue of having too few women within their workforce (13% in Phase 2). Whilst in 6 in 10 cases employers say they have not because it has not been an issue (60%; 46% in Phase 2), a further fifth have not taken any other positive action other than involving themselves in the WWSPI (22%).

Where other positive action has been undertaken to address having too few women within their organisations this has involved a mixture of diverting recruitment advertising towards women to encourage more women to apply for positions (57%) and providing more training opportunities for women within their organisation (47%).

Overall, half of all employers believe taking positive action to increase the number of women in the workforce and to encourage them to work at a more skilled and senior level would benefit their organisation (48%; 53% in Phase 2). The proportion increases to two-thirds amongst the largest employers (67% for those with 250+ employees).

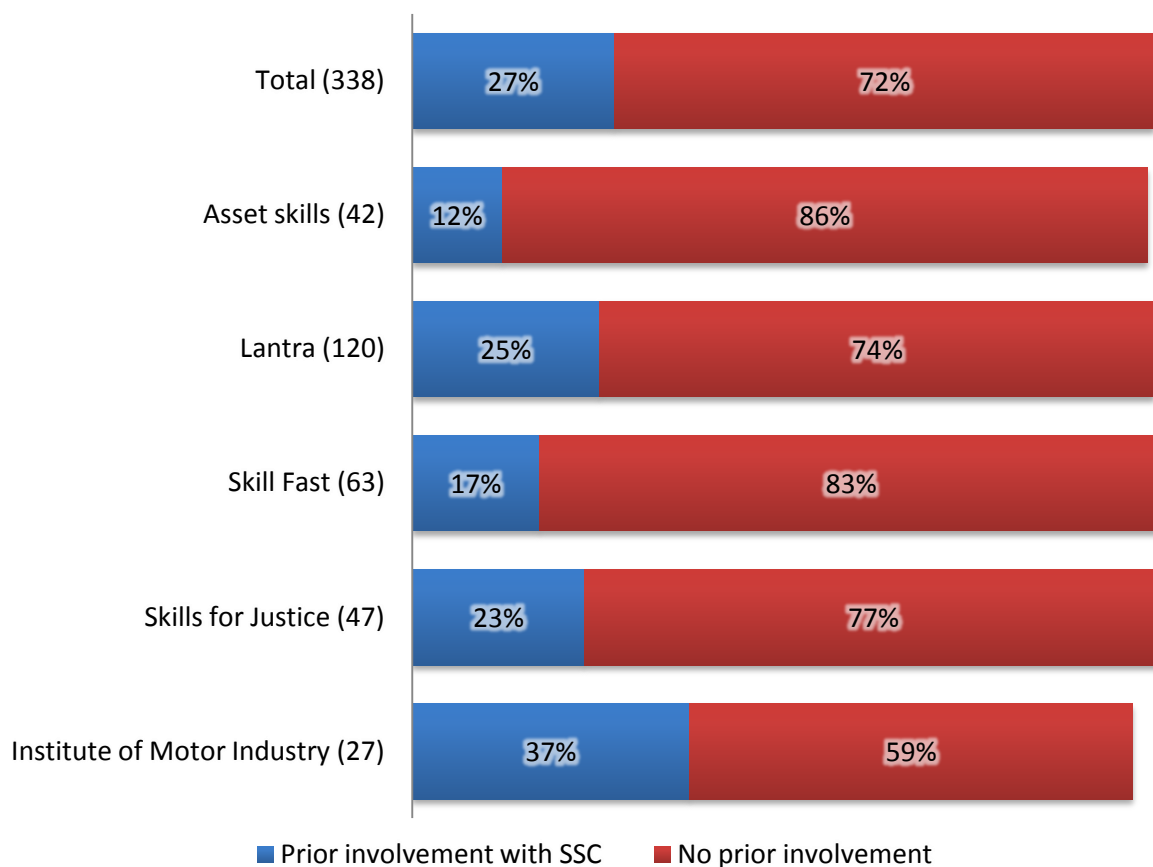
The reasons given for such action being a benefit to their organisations include that they need to encourage more women into the industry/get a better balance (15%); they are an equal opportunities employer (10%); it encourages more women into management positions (6%); gives women more prospects (5%); improves skills for women/women get the skills they need (4%); generally improved workforce performance (4%); women have a lot to offer (4%); improves staff retention levels (3%); and increases the confidence of women (3%).

Employers that do not believe their organisation would benefit from taking positive action to increase the number of women in the workforce and to encourage them to work at a more skilled and senior level (42% of all employers) say the main reasons for this are that: They are an equal opportunities employer/they employ the best person for the job (17%); that many or most employees there are women (15%); it is not an issue (11%); they already have a 50:50 split of gender (6%); they mainly have women in senior positions (7%); they're a small business/workforce (6%); or they already employ women (6%).

### **5.1.7 Prior involvement with SSC**

In Phases 1 and 2 of WWSPI, a similar proportion of employers indicated that they had dealt with their SSC previously, before becoming involved with the WWSPI (48% in Phase 2 and 47% in Phase 1). In Phase 3 however, the proportion that have had prior involvement with their SSC has almost halved, to 27%. For the majority of employers therefore, the WWSPI has been the first time employers have engaged with their SSC (72%).

**Figure 13: Whether employers have had any prior involvement with their SSC (All employers in total and for the 5 SSCs that have large enough base sizes for analysis)**



Figures in parentheses are unweighted bases

### 5.1.8 Other funding accessed

A third of employers say they have accessed other funding within the last 2 years for training or development from external organisations, other than that provided by the WWSPI (32%; 35% in Phase 2).

Previous access to funding is lower amongst Phase 3 and Phase 2 employers than in Phase 1, when more than half had received funding for training and development from other external organisations over the previous 2 years (57%).

The source of the other external funding in Phase 3 is most likely to be Train to Gain (25%), followed by the LSC (7%), educational establishments (6%), Apprenticeship Schemes (6%), Business Link (4%), Construction Skills (3%), and National Lottery (2%).

## 5.2 Participants

### 5.2.1 Demographics

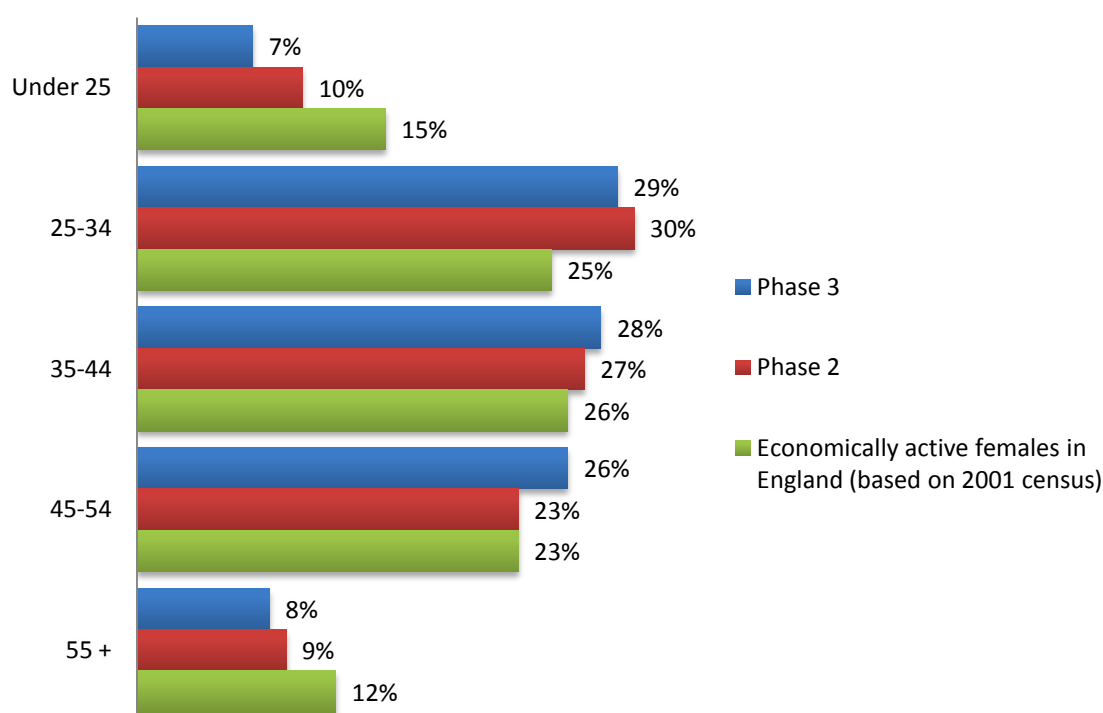
Moving on to the employees or the actual participants of the WWSPI this section of the report now focuses on their profile.

Fewer than 1 in 10 Phase 3 participants are under 25 years of age (7%; 10% in Phase 2), 3 in 10 are aged between 25 and 34 years (29%) and a similar proportion are

between the ages of 35-44 years (28%) or 45-54 years (26%), with fewer than 1 in 10 aged 55 or older (8%).

Compared with the economically active female population of England the youngest (under 25yrs) and oldest (55+ years) age groups are under-represented as WWSPI participants, while 25-34 year old participants are over-represented (29%; 25% amongst economically active females). Figure 14 highlights the differences in profile between Phase 3 and Phase 2 participants and the actual population according to the 2001 census.

**Figure 14: Age of participants compared with population (All Phase 3 and Phase 2 Participants)**



Unweighted bases: Phase 3 = 1,060; Phase 2 = 916

Similar to the profile of Phase 1 and Phase 2 participants, 3% of Phase 3 participants have a disability and the majority report their ethnicity as White (90%). Just under two-fifths of participants have caring responsibilities (39%) and this is mainly to do with caring for children (30% of all participants), with fewer caring for elderly relatives (6%) or someone else – perhaps a spouse or sibling or someone who is not a relative (3%).

Nearly half of participants are married or with a partner (48% are married; 22% are with a partner); a fifth (21%) are single, while most of the remainder are divorced (5%) or widowed (1%) (a further 2% preferred not to say.)

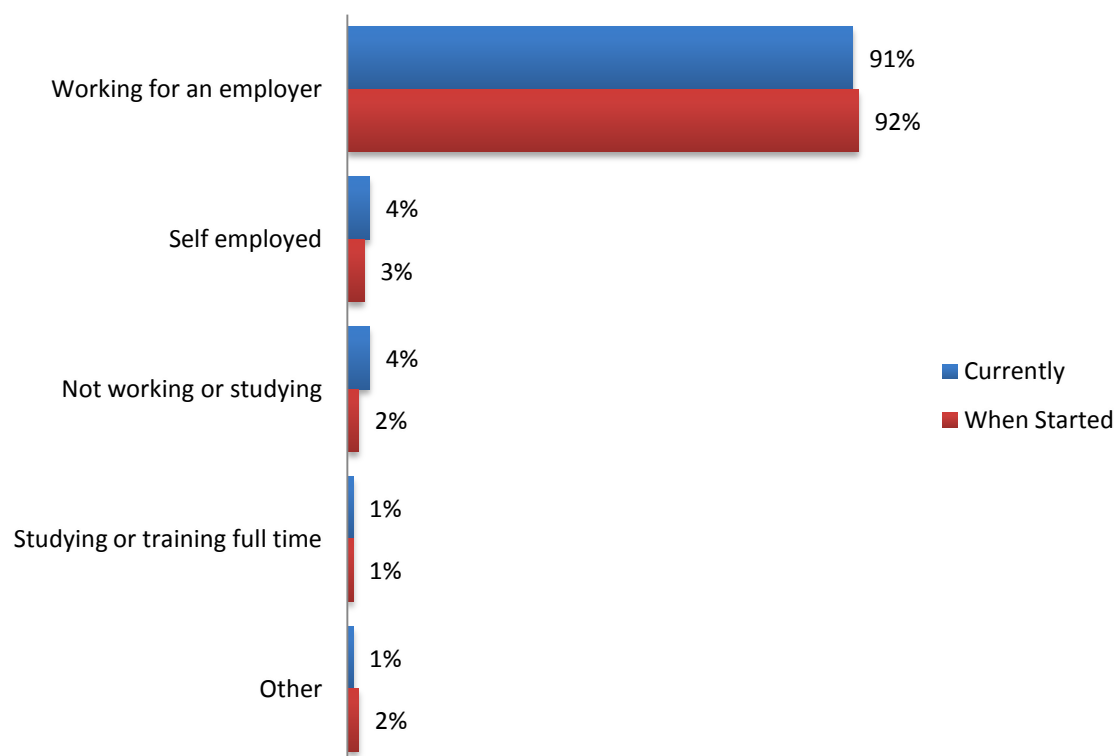
## 5.2.2 Working status and occupation

Given the initiative is focused on encouraging employers to provide training to women in their workforce it is to be expected that the majority of initiative participants were in employment or self-employment when they started the training (95%). The actual

proportion in Phase 3 is very similar to that reported in the previous two Phases (97% in Phase 2 and 95% in Phase 1).

Participants' current working status is very similar to when they started the initiative, as Figure 15 summarises:

**Figure 15: Working status at start of training and currently (All participants)**



Unweighted bases: Phase 3 = 1,060

Participants within Skillfast and Lantra sectors are significantly more likely than other sectors to have been self-employed, either when they started on the initiative (10% and 12% respectively, compared with 3% on average) or currently (12% and 14% respectively; 4% on average).

As in Phase 2 most of those that are currently working are working for the same employer they were when they started the training (96%). Thus, just 4% are working for a different employer. Compared to national statistics which suggest that an average of 15.7% of employees leave their jobs each year this retention rate is high.<sup>10</sup>

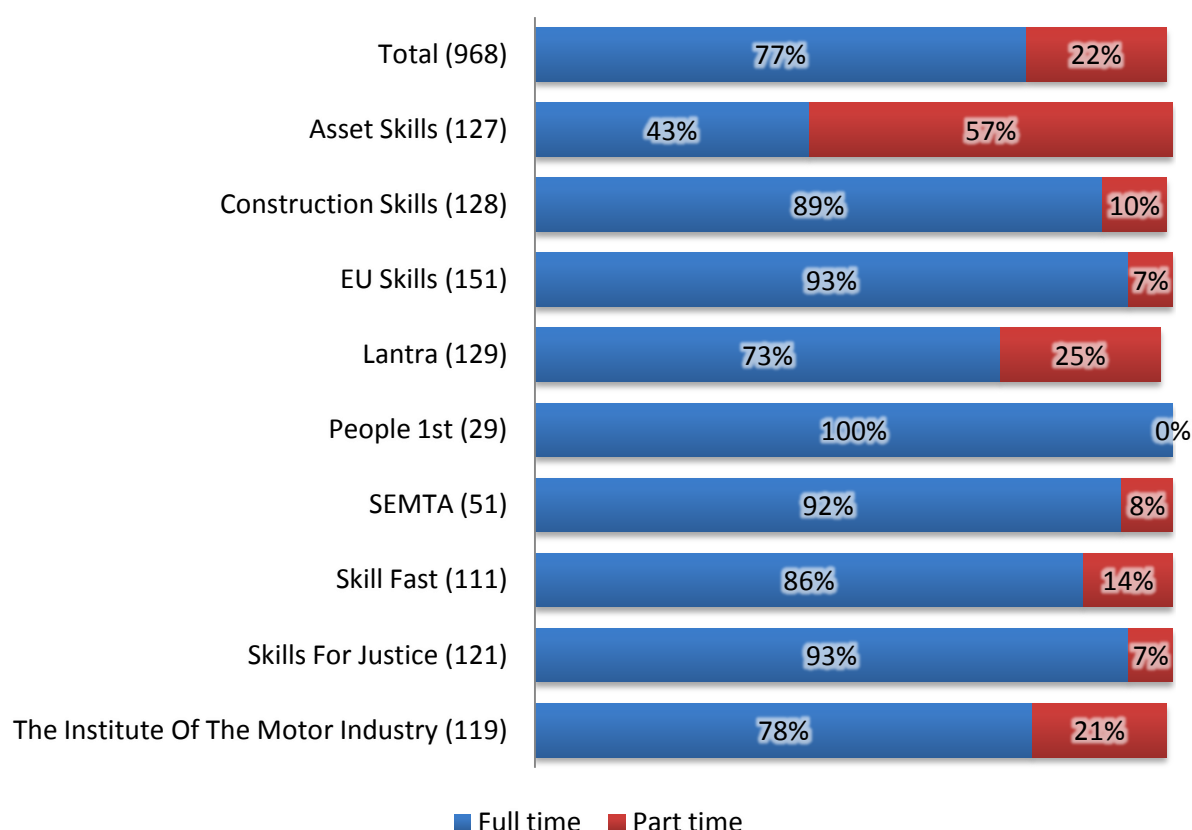
Around one in five participants in work at the time they started their training (22%) worked part time. The remainder (77%) worked full time. This pattern reflects that of Phase 1 and 2, when 18% and 21% of participants respectively worked part time when starting the training. Since the average rate of part time working amongst women across the UK is 44%<sup>11</sup> (the rate in England according to the 2001 Census was 40%), part time working amongst WWSPI participants is below average.

<sup>10</sup> CIPD Recruitment Retention and Turnover Survey 2009

<sup>11</sup> Labour Market Trends, January 2004

Participants working within the Asset Skills sector remain significantly more likely than those in other SSCs to work part time at the time they got involved in the WWSPI (57%; 21% on average). The level of part time working by each SSC is summarised in Figure 16.

**Figure 16: Level of full and part time working when they started the WWSPI (Phase 3 Participants that were in employment when they started initiative – in total and by SSC)**

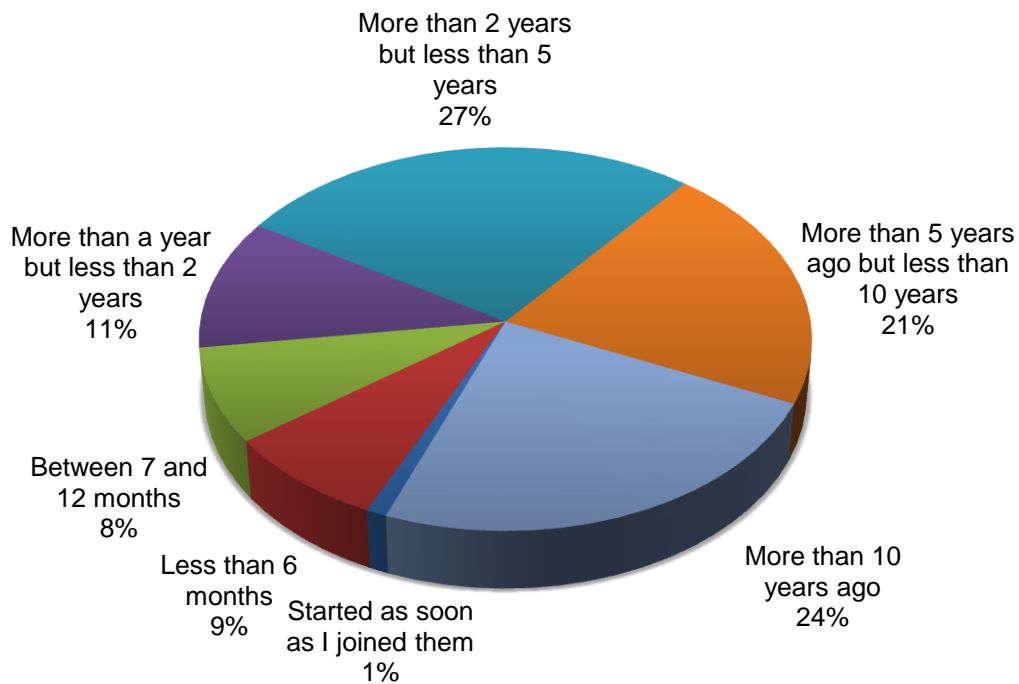


Figures in parentheses are unweighted bases

Compared to when they started on the training (22%), almost the same proportion of participants now work part time (23%).

Nearly three-quarters of participants from Phase 3 had been working for their employer for at least 2 years when they started their training (72%; compared with 71% in Phase 1 and 64% in Phase 2), while 1 in 10 had been with their employer for less than 6 months when their employer involved them in the WWSPI (9%).

**Figure 17: Length of time participants had been with employer when they started WWSPI (Phase 3 Participants that were in employment when they started initiative)**

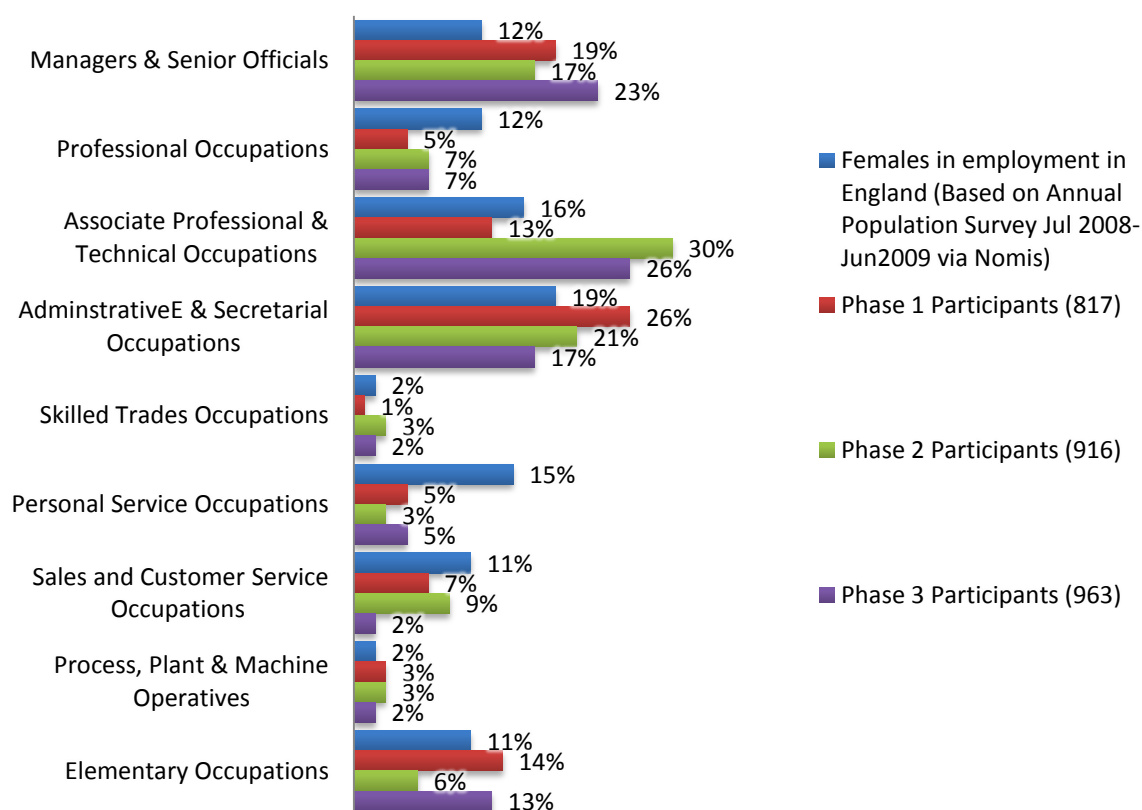


**Unweighted base: Phase 3 = 1,060**

Participants within Skills for Justice and SEMTA's footprint are more likely to have worked for their employer for longer, with approaching half who had been with their employer for more than 10 years (46% and 43% respectively, compared with 21% on average).

In terms of occupations, compared with the national profile of females in employment in England it seems Phase 3 participants are over-represented in managerial and senior official positions (23%; 12% nationally) and associate, professional and technical occupations (26%; 16% of females in employment in England), while those in personal service occupations are under-represented (5%; 15% nationally). Compared with Phase 2 there has been an increase in representation from elementary occupations (13%; 6% in Phase 2), but less representation from sales and customer service occupations (2%; 9% in Phase 2). These comparisons are shown in Figure 18.

**Figure 18: Participants' occupation when they started on the WWSPI compared to the national profile (All participants)**



Figures in parentheses are unweighted bases

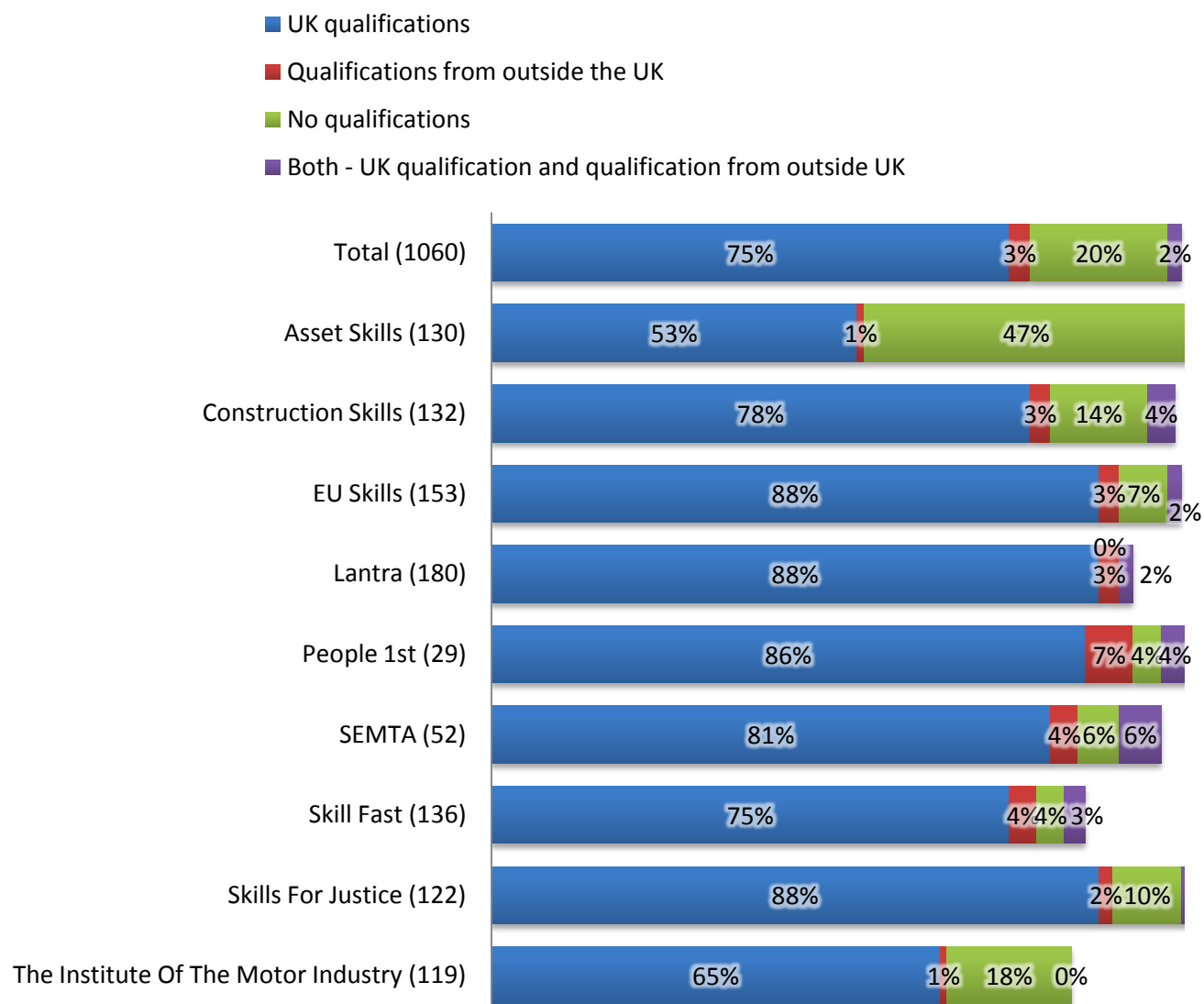
### 5.2.3 Previous qualifications and training

Replicating the findings from Phase 2, three-quarters of Phase 3 participants had UK qualifications (75%) before they started on the WWSPI; 3% held qualifications from outside the UK, and a further 2% have both UK and other qualifications, leaving a fifth of Phase 3 participants that had no qualifications (20%).

By SCC participants in Phase 3 from Asset Skills (47%), followed by The Institute of the Motor Industry (34%) were significantly less likely to hold any qualifications prior to starting on the initiative. These differences by SSC are highlighted in Figure 19.



**Figure 19: Qualifications held before starting on the WWSPI (All participants in total and by SSC)**



Figures in parentheses are unweighted bases

In Phase 3 the proportion of participants with no qualifications fell slightly, compared with Phase 2 (from 23% to 20%), but is still higher than the proportion in Phase 1 (13%). Phase 2 and 3 of the WWSPI has therefore attracted a higher proportion of participants with no qualifications. Table 8 summarises the qualifications held by all Phase 3 participants and by SSC, and compares the results overall to Phase 1 and Phase 2 participants, and to working females in England generally.

**Table 8: Qualifications held/NVQ equivalence before starting the initiative (All participants in total and by SSC (for the SSCs that have large enough base sizes for analysis) (All participants)**

	National comparison [1]	Phase 1 Total	Phase 2 Total	Phase 3 Total	Asset Skills	Construction Skills	EU Skills	Lantra	People 1st	SEMTA	Skill Fast	Skills For Justice	The Institute Of Motor Industry
<b>No qualifications</b>	8%	12%	23%	20%	47%	14%	7%	6%	4%	10%	18%	8%	34%
<b>No equivalence/ lower than level 1</b>	7%	2%	1%	1%	1%	0%	1%	2%	3%	0%	1%	0%	0%
<b>Level 1</b>	15%	21%	9%	6%	7%	4%	9%	3%	7%	10%	3%	6%	12%
<b>Level 2</b>	19%	14%	13%	13%	25%	11%	15%	8%	7%	4%	6%	9%	14%
<b>Level 3</b>	16%	12%	12%	14%	9%	11%	23%	12%	14%	12%	13%	17%	20%
<b>Level 4+</b>	35%	35%	42%	46%	11%	60%	46%	70%	66%	65%	61%	60%	20%
<b>Unweighted Bases</b>		<b>817</b>	<b>916</b>	<b>1060</b>	<b>130</b>	<b>132</b>	<b>153</b>	<b>180</b>	<b>29</b>	<b>52</b>	<b>136</b>	<b>122</b>	<b>119</b>

The data suggests that Phase 3 of WWSPI has attracted a higher proportion of females with qualifications equivalent to NVQ level 4 of or above than in previous Phases.

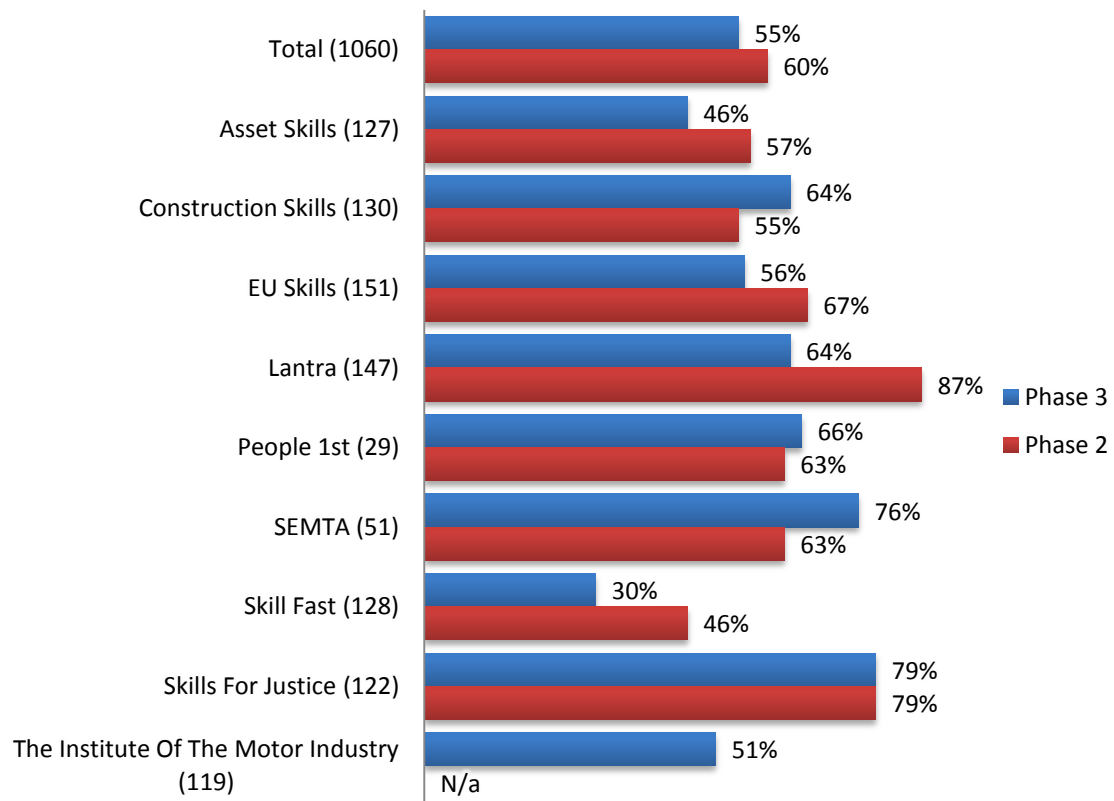
Skills for Justice are most likely to have had participants qualified to Level 5 when they started on WWSPI (20%; 11% on average), while Lantra has had the highest proportion qualified to Level 4 or above (70%).

#### 5.2.4 Prior involvement with training

Over half of participants in employment had received some other form of off-the-job training before being involved in the WWSPI (55%; 60% in Phase 2 and 49% in Phase 1), leaving just over two-fifths that had not previously received any off-the-job training from their employer, prior to that offered by the initiative (43%; 40% in Phase 2 and 50% in Phase 1).

Skillfast participants were least likely to have received any off-the-job training from the employer previous (67% had received none), while Skills for Justice participants were most likely to have received off the job training already (79%). Figure 20 summarises the differences by SSC.

**Figure 20: Proportion of participants that have previously received off-the-job training (Phase 2 and 3 Participants working for an employer when they started the initiative - in total and by SSC- where SSCs that have large enough base sizes for analysis)**

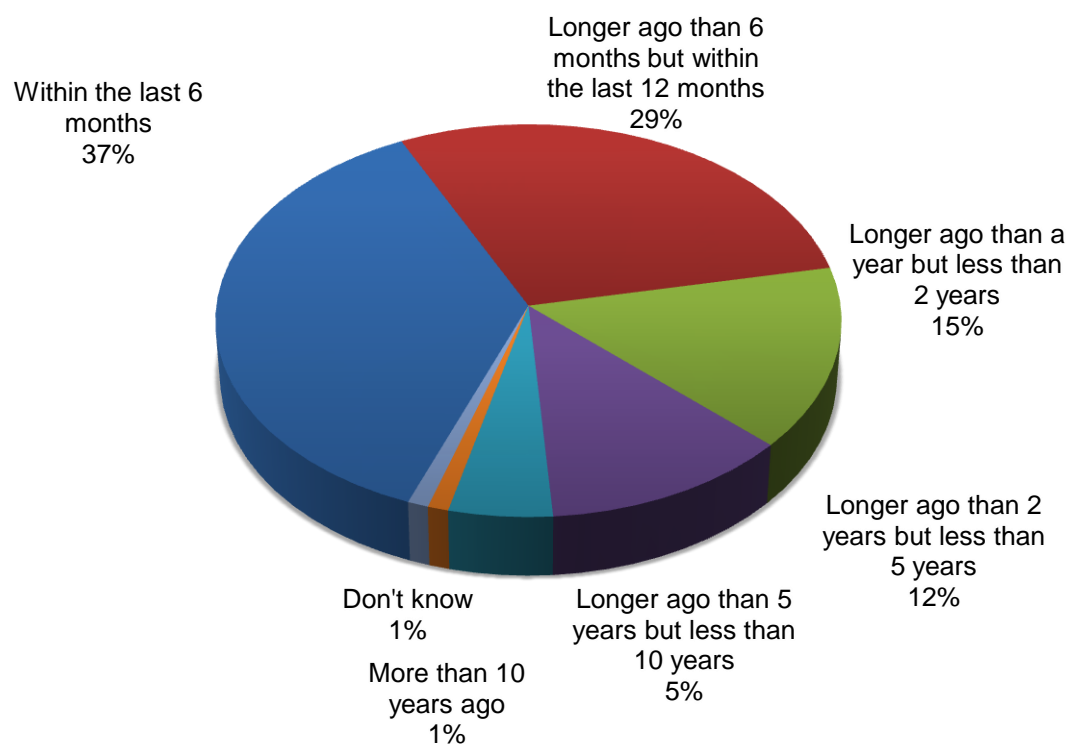


Figures in parentheses are unweighted bases for Phase 3

For the majority of those that had already received off-the-job training from their employer (prior to their involvement in Phase 3 of WWSPI) this had been within the last 12 months (66%), including nearly two-fifths that had been trained within the last 6 months (37%). Construction Skills participants were most likely to have received some training recently with half having done so in the last 6 months (49% of those that had received off the job training previously). These findings are very similar to those reported in Phase 2.

**Figure 21: Last time off-the-job training had been received (Participants that had received training previously)**

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Unweighted base: Phase 3 = 1,060

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## 6 Getting Involved with the Initiative

This section of the report finds out from both employers and then participants the objectives they hoped to achieve from Phase 3 of WWSPI and any initial concerns they may have first held about the programme. Employers' and participants' views on the role of women within their organisations and their industries in general are also discussed.

### 6.1 Employers

#### 6.1.1 Recruiting individuals to participate

To find women to take part in the WWSPI, employers were most likely to have approached individuals who they felt would be appropriate (49%; 48% in Phase 2 and 55% in Phase 1). One in ten employers publicised the initiative and invited volunteers (11%; 10% in Phase 2 and 17% in Phase 1), while over a quarter of employers combined both of these approaches in order to find participants (27%; 31% in Phase 2 and 20% in Phase 1).

Virtually all participating employers found it easy to recruit participants, with just 7% reporting any difficulties finding women to take part (10% in Phase 2). The most frequently mentioned reasons for this were that the individuals were too busy at work (10%) or they hadn't done this sort of training before (7%).

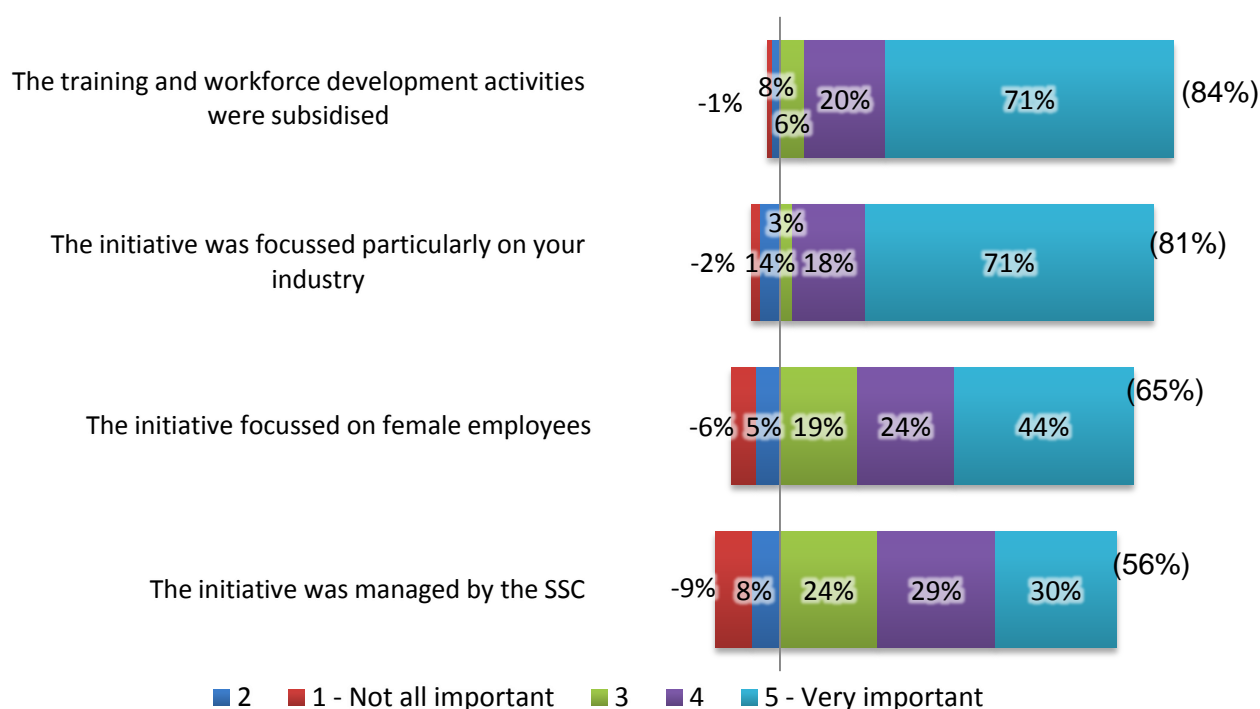
#### 6.1.2 Objectives of participation

Employers were asked a series of questions about their decision to take part in the WWSPI and their objectives from the programmes.

For employers, the fact that the training and development was subsidised and that it was focussed particularly on their industry were both very important factors in their decision to participate in the WWSPI, with 91% and 89% respectively considering each of these factors very or quite important in their decision to take part (a rating of 4 or 5 in Figure 22).

Two-thirds of employers considered it important that the initiative was focussed on women (68%), and three-fifths were motivated by the fact that the programme was being managed by their SSC (59%).

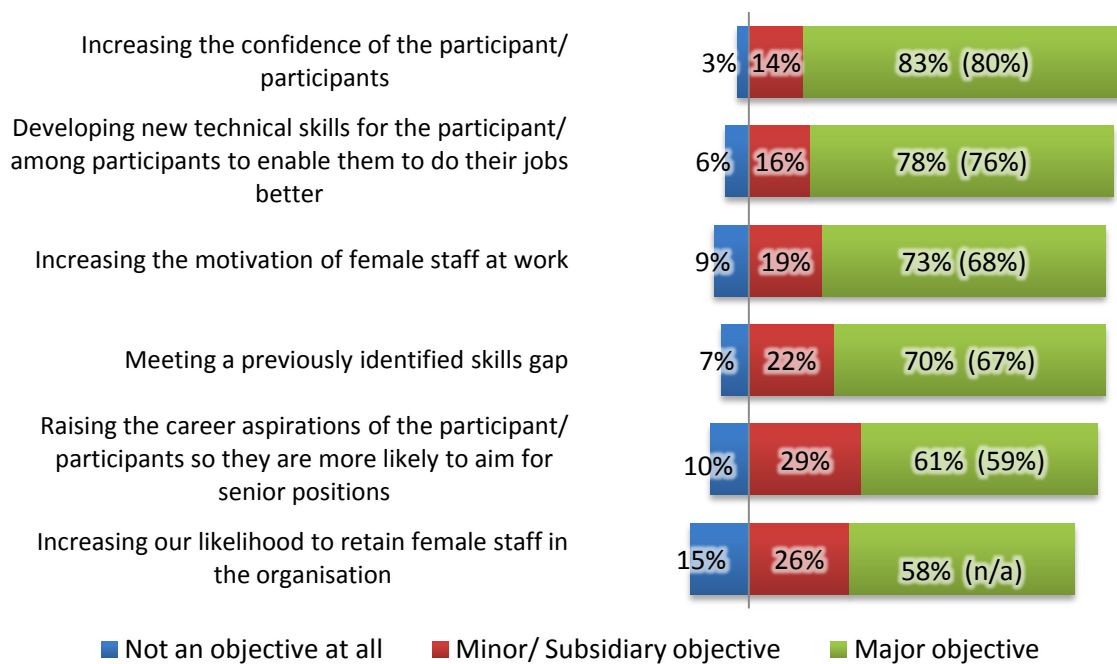
**Figure 22: Importance of factors in employers' decision to take part in the initiative (All employers)**



Figures in parentheses are from Phase 2 that said very/quite important  
 Unweighted bases: Phase 3 = 338; Phase 2 = 323

More than two-fifths of all employers suggested they had reasons for deciding to participate in the WWSPI other than those they were prompted with (42%; 31% in Phase 2). The most common of these additional reasons was that it would help improve their workforce/teach them new skills (36%); that they received funding/money (14%); it was generally a good opportunity/at the right time (14%); that the training offered was relevant/met their training requirements (13%); and it was good value for money/cheaper than elsewhere (7%).

All employers were asked about the outcomes they were hoping to achieve from being involved with the WWSPI. Of all the objectives suggested to employers, increasing the confidence of participants (83%) and developing new technical skills for the participants/to enable them to do their job better (78%) were most likely to be major objectives. Both of these objectives were mentioned to almost the same extent as in Phase 2 (shown in brackets in Figure 23). Around two-thirds saw increased motivation and the meeting of previously identified skills gaps as major objectives.

**Figure 23: Employers objectives from participating (All employers)**

Figures in parentheses are from Phase 2

### 6.1.3 Initial concerns about the programme

Just over 1 in 10 employers admitted that they did have some concerns about participating when they first got involved with the WWSPI (11%; 12% in Phase 2 and 11% in Phase 1). Amongst this minority of employers (38 respondents), their main concerns were the red tape/paperwork involved (29%); the time commitment required (28%); feeling uncomfortable that only female staff could participate (15%); and concerns over financial issues/cost/funding (14%),

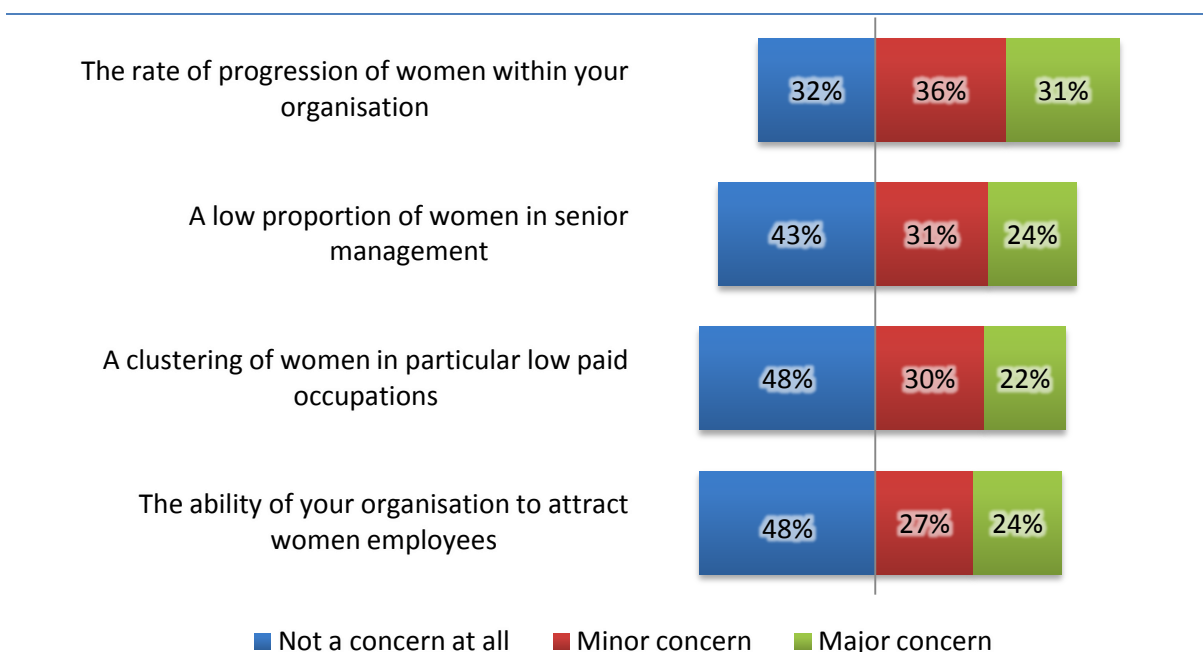
Looking back on their experience however, two-fifths of employers now believe these initial concerns were not an issue at all (44%), and a further two-fifths say they were only minor issues that had a small negative impact on their experience (45%).

### 6.1.4 The role and progression of women within their organisation

All employers were asked to think about their organisation at the time they first became involved with the WWSPI and rate how much of a concern issues to do with the role and progression of women within their organisations were. In general employers' concerns were quite mixed. Half of all employers were concerned about the ability of their organisation to attract women employees (51%), while half were not concerned about this at all (48%). Half of employers expressed at least a degree of concern about a clustering of women in particular low paid occupations (52%), while for half this was not a concern at all (48%). For around two-thirds of employers (67%) there was concern about the rate of progression of women within their organisation, and for over half (55%) a concern over a low proportion of women in senior roles.



**Figure 24: Employers' level of concern about the role and progression of women in their organisations when they first became involved with the initiative (All employers)**



Unweighted base : Phase 3 = 338

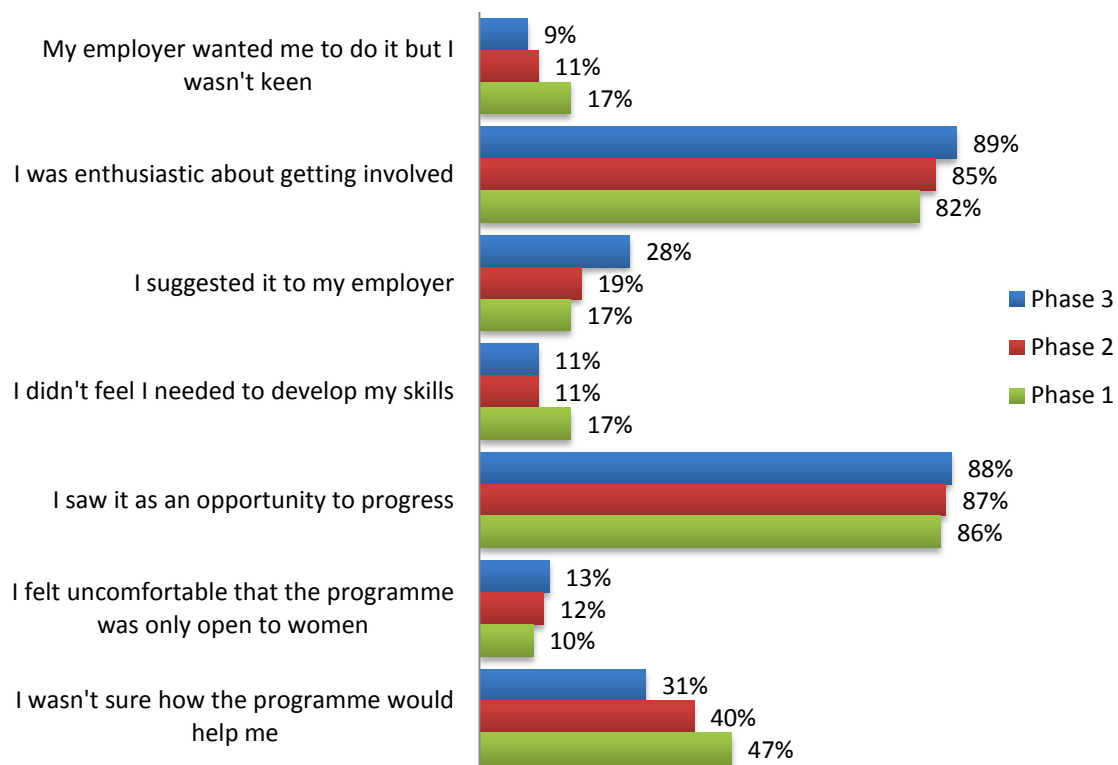
In larger organisations (250+ employees), the low proportion of women in senior management positions is a particular concern, with 37% considering it a major concern, compared with 24% of employers on average.

## 6.2 Participants

### 6.2.1 Initial objectives and concerns

All participants were asked whether a range of statements were true or false in terms of their feelings when they first became involved in the WWSPI. Figure 25 presents the proportion of participants from Phase 3, compared with Phase 1 and 2 that considered each statement true.

**Figure 25:– The proportion of participants considering each statement, regarding their feelings when they first heard about the initiative, true (All participants)**



**Unweighted bases: Phase 3 = 1,060; Phase 2 = 916 and Phase 1 = 817**

The changes over time in the proportion of participants considering each statement to be true have been positive. Nearly 9 in 10 participants were enthusiastic about getting involved in Phase 3 (89%) and a similar proportion saw it as an opportunity to progress (88%). The proportion unsure of how the programme would help them has fallen considerably since Phase 1 (from 47% to 31%) and the proportion of participants suggesting the WWSPI to their employer has increased over time, but particularly in Phase 3 (up to 28%). Agreement that their employer wanted them to do it, but they weren't keen has almost halved since Phase 1 (from 17% to 9% in Phase 3).

Participants' feelings towards the initiative are also fairly consistently positive across the SSCs taking part. Table 9 highlights responses according to SSC in Phase 3, showing the proportion of participants that consider each statement true. Significant differences between the SSCs are in bold.

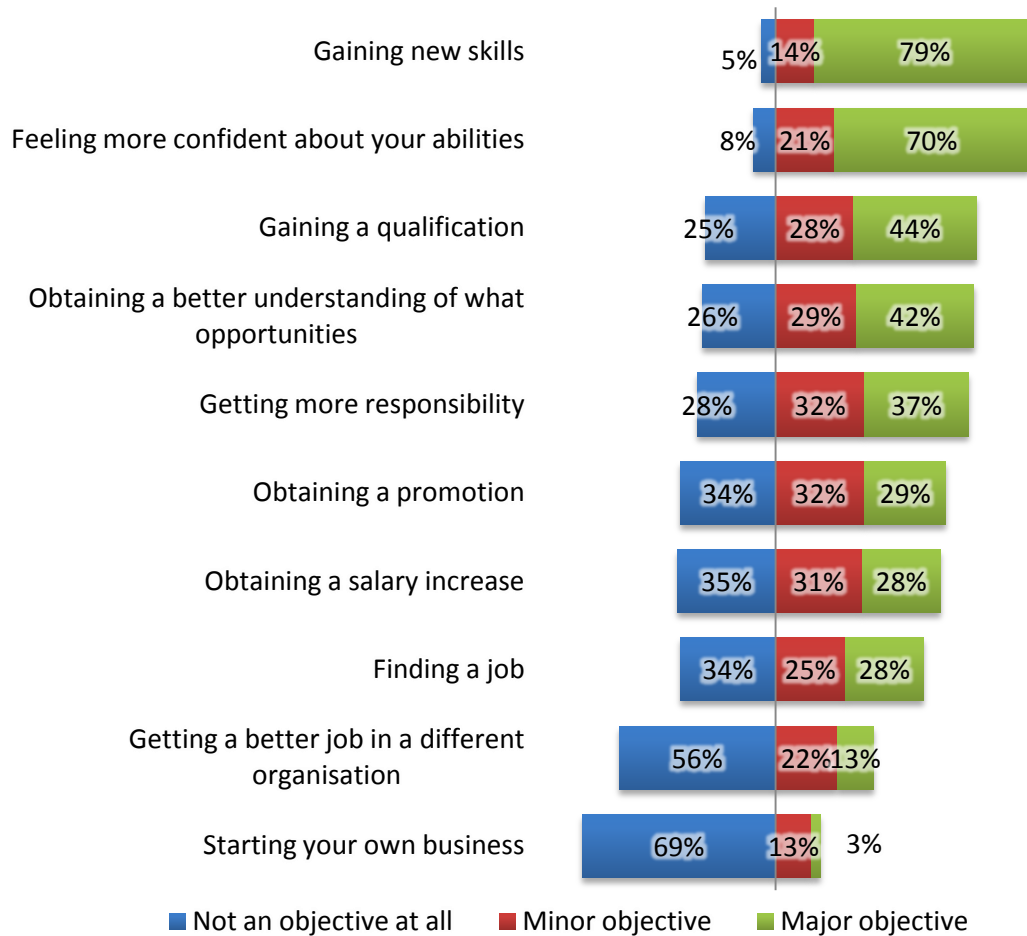
**Table 9: The proportion of participants considering each statement, regarding their feelings when they first heard about the initiative, true (All participants in total and by SSC)**

	Total	Asset Skills	Construction Skills	EU Skills	Lantra	People 1st	SEMTA	Skill Fast	Skills For Justice	The Institute Of The Motor Industry
My employer wanted me to do it but I wasn't keen	9%	<b>15%</b>	8%	5%	3%	7%	12%	7%	6%	13%
I was enthusiastic about getting involved	89%	83%	90%	88%	<b>96%</b>	93%	79%	<b>96%</b>	95%	83%
I suggested it to my employer	28%	14%	39%	27%	43%	21%	23%	25%	<b>53%</b>	10%
I didn't feel I needed to develop my skills	11%	<b>19%</b>	8%	9%	8%	3%	8%	11%	4%	14%
I saw it as an opportunity to progress	88%	86%	87%	90%	93%	93%	73%	90%	89%	89%
I felt uncomfortable that the programme was only open to women	13%	14%	12%	9%	16%	7%	<b>29%</b>	8%	16%	14%
I wasn't sure how the programme would help me	31%	27%	41%	29%	14%	59%	<b>67%</b>	17%	42%	36%
Caution* Low base	1,060	130	132	153	180	29	52	136	122	119

The data in Table 9 highlights that Lantra and Skillfast participants were particularly enthusiastic about getting involved; Skills for Justice participants were most likely to suggest WWSPI to their employers; and SEMTA participants were most likely to have some concerns about the programme only being open to women and to hold doubts over how helpful the programme would be for them.

In terms of the specific objectives that the WWSPI participants had in mind when they started the initiative gaining new skills was again most likely to be the main objective in Phase 3, as it was in Phase 2 and Phase 1. When asked to state whether each of a range of statements were a major objective, a minor objective or not an objective at all, more than 9 in 10 mention this as a major or minor objective (93%).

Feeling more confident about their abilities is the second most likely objective for Phase 3 participants (91% considered this a major or minor objective). At the other end of the spectrum very few considered starting their own business (16%) or getting a better job in a different organisation (36%) as a major or minor objective for participating in Phase 3 of the WWSPI. Figure 26 summarises the considered importance of each objective.

**Figure 26: Importance of suggested objectives for participating (All participants)**

Unweighted base: Phase 3 = 1,060

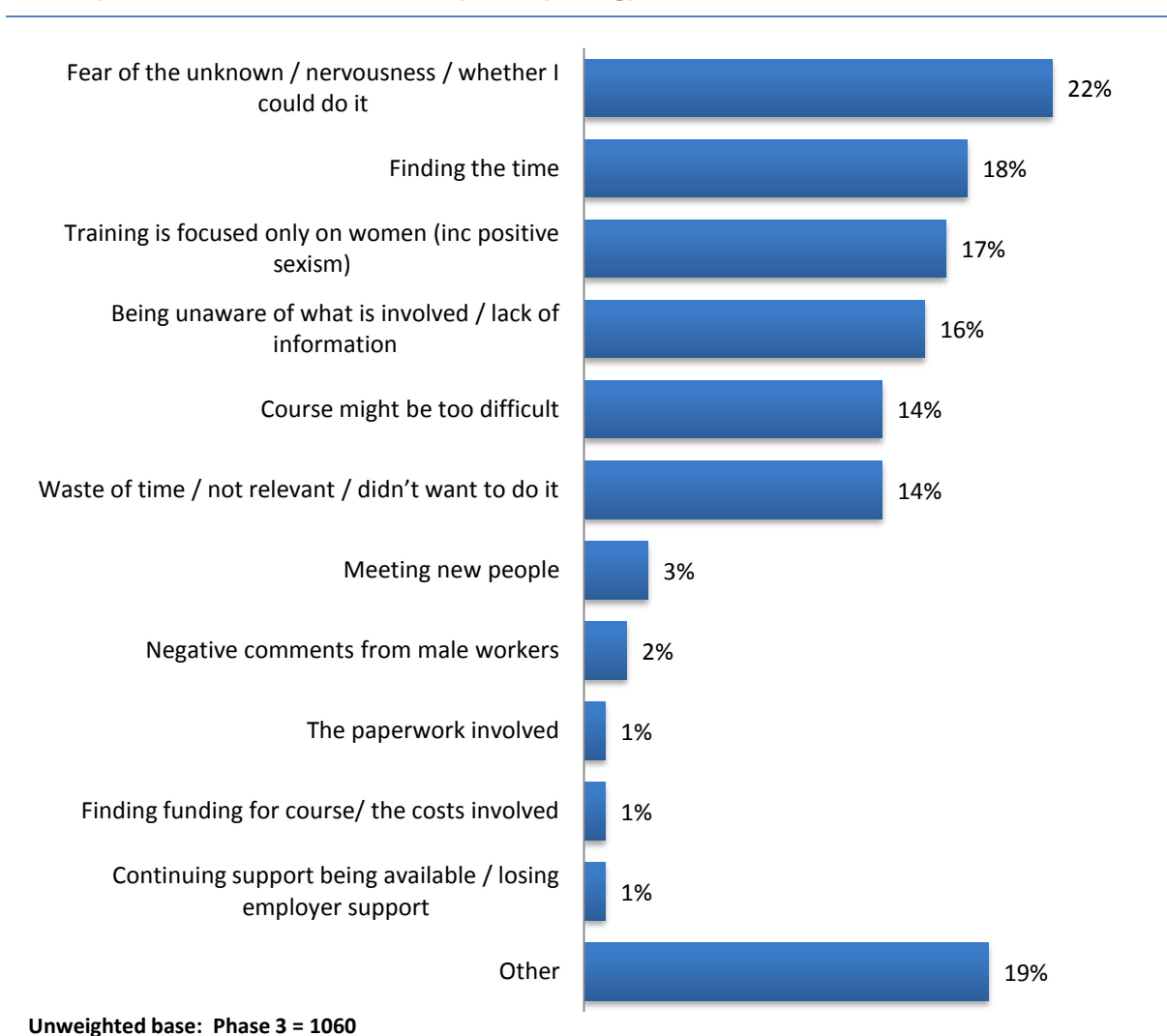
Looking at differences according to SSC reveals that:

- Getting a job in a different organisation was much less likely to be an objective for Skills for Justice participants ('not an objective' for 71%; 56% on average)
- Obtaining a salary increase was much less likely to be an objective for Skills for Justice participants ('not an objective' for 54%; 35% on average)
- Obtaining a promotion was most likely to be a major or minor objective for EU Skills participants (78%; 61% on average), and least likely to be amongst Asset Skills and Skills for Justice participants ('not an objective' for 46% in each case; 34% on average)
- Getting more responsibility was least likely to be an objective amongst Asset Skills and Skills for Justice participants ('not an objective' for 41% and 38% respectively; 28% on average)
- Gaining new skills was most likely to be a major objective for Lantra participants (95%; 79% on average)
- Gaining a qualification was least likely to be an objective for SEMTA participants ('not an objective' for 52%; 25% on average)

- Gaining a better understanding of what opportunities are open to them in the industry was most likely to be an objective for Asset Skills participants (a major objective for 59%; 42% on average) and least likely to be an objective for Skills for Justice participants ('not an objective' for 47%; 26% on average)

The vast majority of participants had no concerns when they first got involved in the WWSPI (87%). Just 13% of Phase 3 participants did have any concerns, which is only slightly higher than the proportion of 9% in Phase 2, and lower than the 17% in Phase 1. The most common concerns were the fear of the unknown/doubts over whether they could do it, followed by finding time to do it; that the training is only focused on women and they were unaware of what was involved/lacked information.

**Figure 27: Initial concerns about becoming involved in the initiative (Where Participants had concerns about participating)**



### 6.2.2 Views on the role and progression of women within their industry & job role

Participants were asked to think about their job role at the time they started on the initiative. Almost mirroring the findings from Phase 2, a third of Phase 3 participants considered their job to be traditionally low paid (32%), and that there was no history of women in their job progressing to more senior roles (31%); a fifth agreed that their job offered poor job security (20%). A comparison of these responses across the three Phases of WWSPI is provided in Table 10 along with the responses by SSC for Phase 3.

**Table 10: Proportion of participants that agree with each statement about the job they were doing when they started on the initiative (Where participants were in employment when started on the initiative – in total and by SSC - for the SSCs that have large enough base sizes for analysis)**

	Phase 1 Total	Phase 2 Total	Phase 3 Total	Asset Skills	Construction Skills	EU Skills	Lantra	People 1st	SEMTA	Skill Fast	Skills For Justice	The Institute Of The Motor Industry
<b>Offered poor job security</b>	28%	23%	20%	<b>28%</b>	19%	11%	<b>27%</b>	7%	12%	<b>27%</b>	10%	21%
<b>Traditionally low-paid</b>	45%	32%	32%	53%	16%	18%	50%	46%	14%	30%	12%	33%
<b>No history of women progressing to more senior roles</b>	39%	33%	31%	32%	30%	32%	24%	14%	53%	27%	28%	37%
<b>Unweighted Bases</b>	<b>769</b>	<b>836</b>	<b>1006</b>	<b>127</b>	<b>130</b>	<b>151</b>	<b>147</b>	<b>29</b>	<b>51</b>	<b>128</b>	<b>122</b>	<b>119</b>
<b>*Caution: low base</b>												

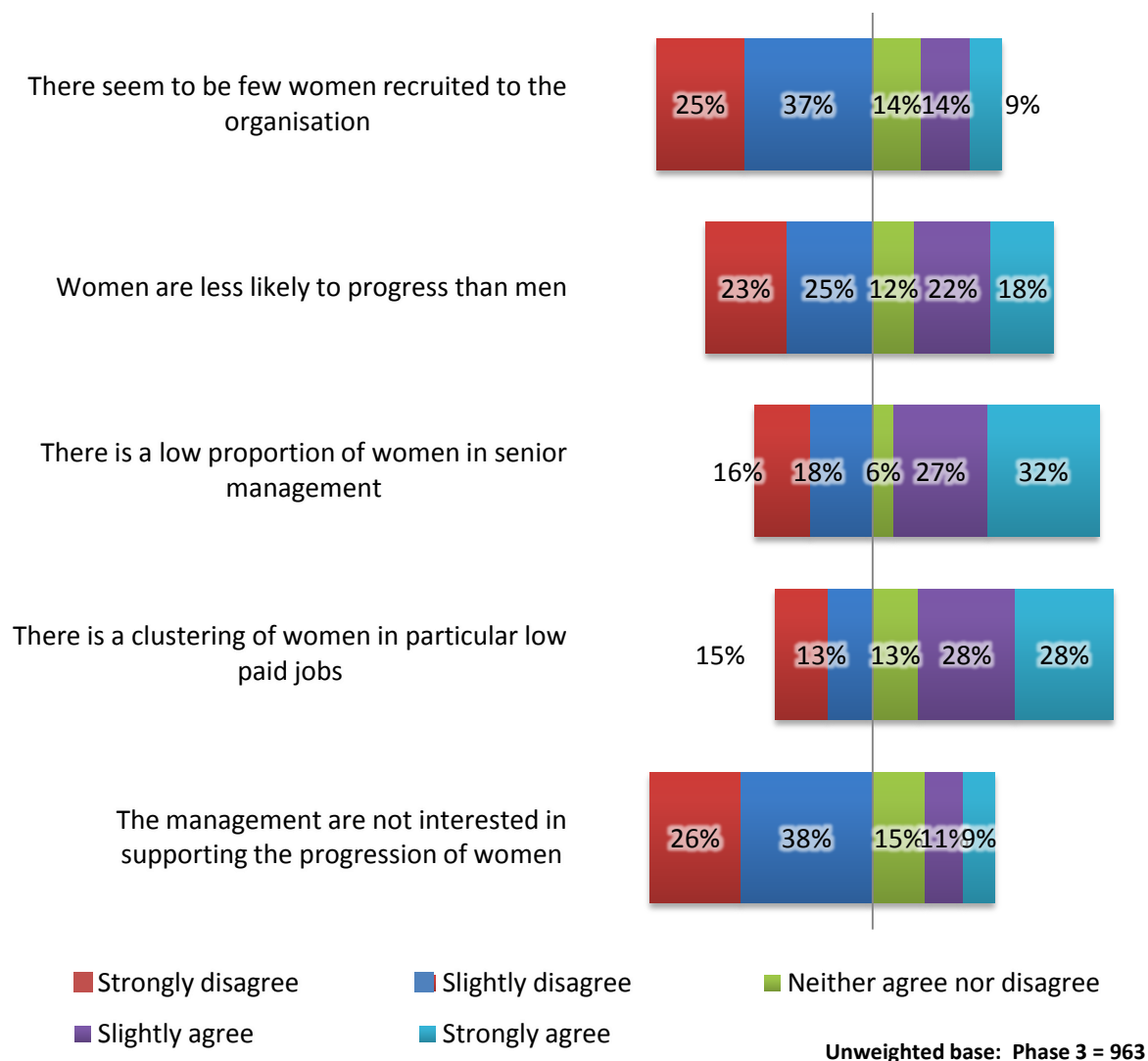
In Phase 3, participants from Asset Skills were most negative about their job security and their level of pay at the time they started on the WWSPI, with over a quarter considering it to offer poor job security and over half suggesting it was traditionally low paid. EU Skills (75%), SEMTA (76%) and Skills for Justice (77%) participants were most likely to disagree that their job offered poor job security (compared with 64% on average), and to disagree that their job was traditionally low paid (68% for EU Skills, 71% for SEMTA and 70% from Skills for Justice disagreed; 52% on average).

SEMTA participants were significantly more likely than participants from all other SSCs to agree that there was no history of women progressing to more senior roles (53% agreed; 31% on average).

Thinking about their *organisation* at the time they started on the initiative, the majority of participants agreed that there was a low proportion of women in senior management (59%; 61% in Phase 2 and Phase1) and that there was a clustering of women in particular low paid jobs (56%; 58% in Phase 2 and 66% in Phase 1).

Two-fifths of Phase 3 participants believed that women in their organisation at the time they started on the initiative were less likely to progress than men (40%; 48% in Phase 2 and 44% in Phase 1), a quarter agreed that there seemed to be few women recruited to the organisation (23%; 32% in Phase 2 and Phase 1) and slightly fewer agreed that the management were not interested in supporting the progression of women (20%; 23% in Phase 2 and 1).

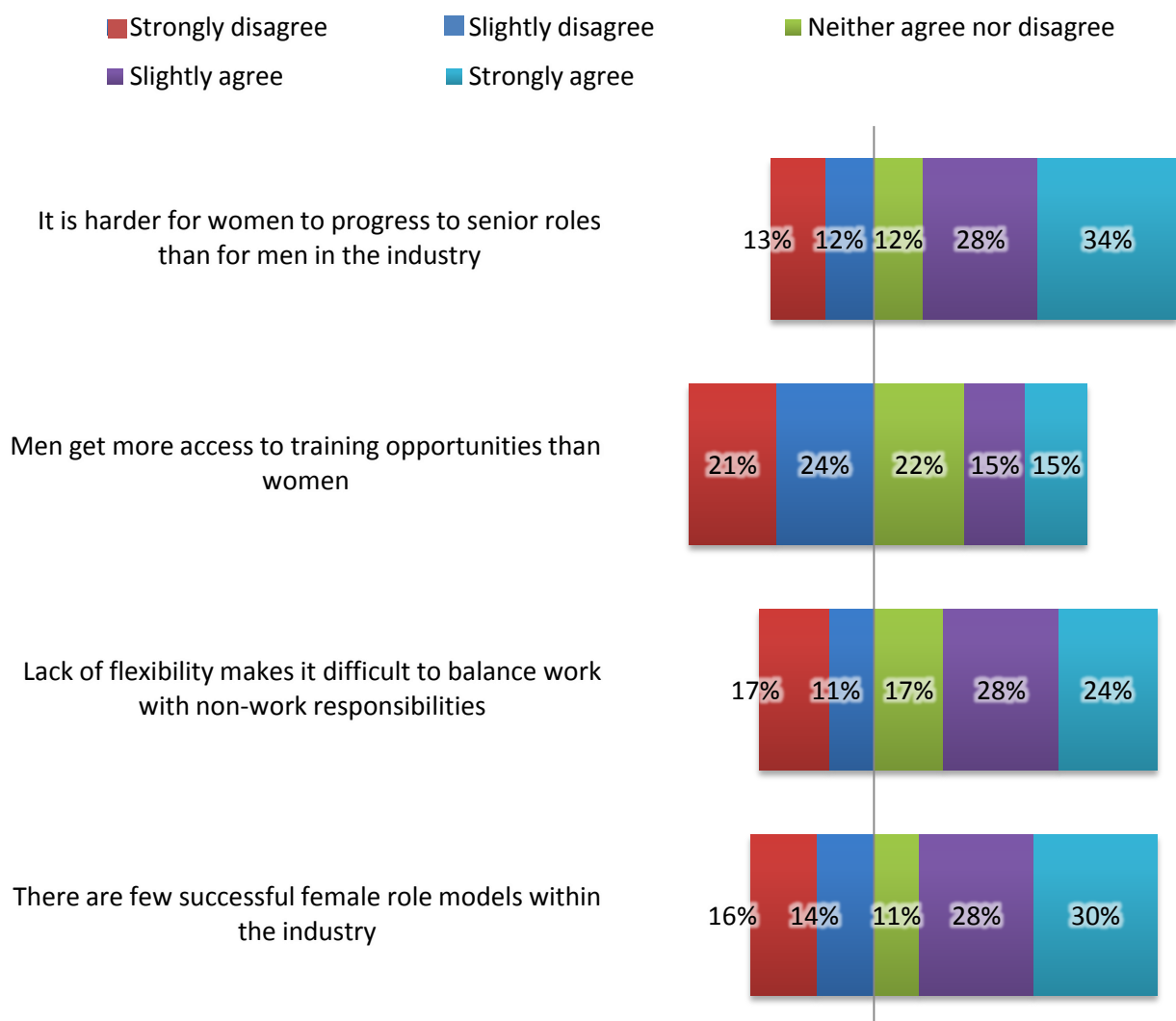
**Figure 28: Level of agreement about participants' organisation at the time they started on the initiative (Participants in work when they started on the WWSPI)**



SEMTA participants are most likely to agree that there are few women recruited to the organisation (55%; 23% on average); that women are less likely than men to progress (69%; 40% on average) and there is a low proportion of women in senior management positions (94%; 59% on average). Asset Skills participants are most likely to disagree there is a low proportion of women in senior management positions (57%; 34% on average). Conversely Asset Skills participants are the most likely of the SSCs to agree that there is a clustering of women in particular low paid jobs (67%; 56% on average).

Thinking in wider terms about their *industry* as a whole, the majority of Phase 3 women hold concerns about the treatment of women and their progression. There has been consistency between the Phases in this respect. Nearly two-thirds of Phase 3 participants agree that it is harder for women to progress to senior roles than men in their industry (62%; 68% in Phase 2 and 62% in Phase 1). A similar proportion (58%; 61% in Phase 2 and 58% in Phase 1) agrees that there are few successful female role models within their industry. Half of all participants agree that a lack of flexibility makes it difficult to balance work with non-work responsibilities (52%; which is the same as in Phase 2 and 54% in Phase 1) and just less than a third agree that men get more access to training opportunities than women (30%, the same proportion as in Phase 2 and Phase 1).

**Figure 29: Extent to which participants agree with statements about the role of women in their industry (All Phase 3 Participants)**



Unweighted base: Phase 3 = 1,060

SEMTA participants are particularly likely to agree that it is harder for women to progress to senior roles than for men in the industry (85%; 62% on average) and to agree that there are few successful female role models (85%; 57% on average).



## 7 Views on the Training or Development Received

This chapter of the report first looks at employers views on the delivery and content of the WWSPI, their overall satisfaction with the training and then their future intentions in terms of continuing to participate in the initiative and their likelihood of recommending the initiative to other employers

Amongst participants we then examine the nature of their involvement in the WWSPI, and their views on the particular aspects of the programme. More generally we then present their overall levels of satisfaction, their satisfaction with the level of support they feel they have received, and their likelihood to recommend the WWSPI to other women.

### 7.1 Employers

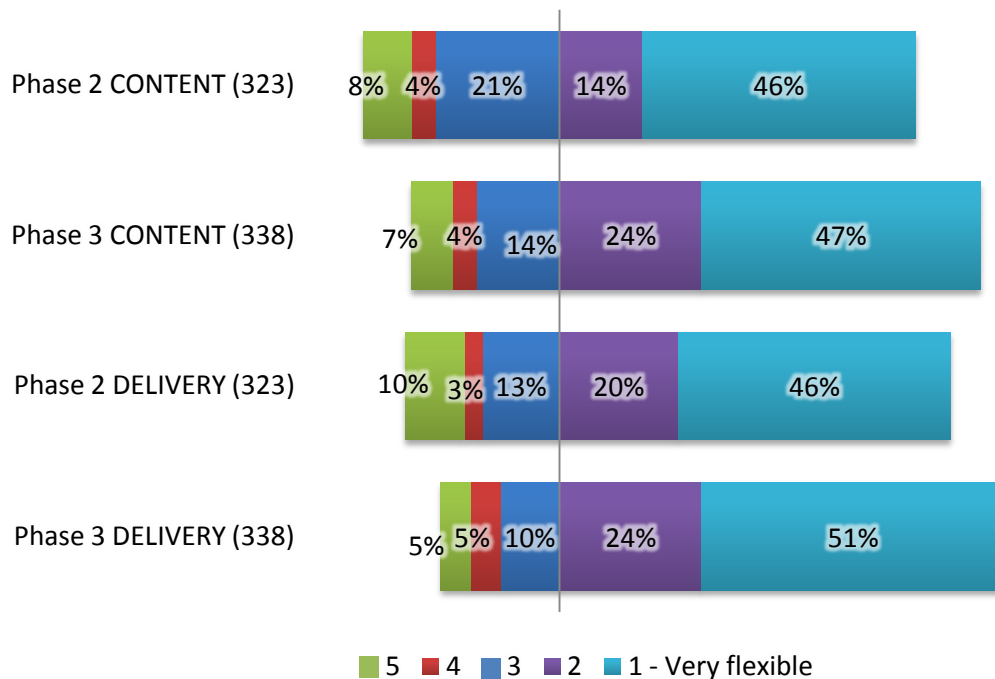
#### 7.1.1 Views on delivery and content

All employers were asked to give their views on how flexible both the content and the delivery of the WWSPI training or development has been for them. Phase 3 employers hold generally positive views on both aspects, and even more so than in Phase 2.

Seven in ten employers rate the contents of the programme 'flexible' (71%; 60% in Phase 2 and 66% in Phase 1), and 1 in 7 (14%) provide a neutral response, with a further 4% being unsure. Just 1 in 9 Phase 3 employers consider the training 'fixed' (11%).

For the delivery of the training a slightly higher proportion considers the training to be flexible (75%; 66% in Phase 2 and 76% in Phase 1), with half considering it very flexible (51%). Figure 30 summarises these perceptions.

**Figure 30: Extent to which employers feel the content and delivery of the initiative has been flexible or fixed (All employers)**



Figures in parentheses are unweighted bases

In terms of the amount of work involved for the employers participating in the programme feelings are quite balanced. Just 7% of employers consider the company's involvement to be a great deal of work (11% in Phase 2) while half consider it 'some work' (51%). The remaining proportion of employers considers their involvement to be hardly any work (32%) or no work (9%).

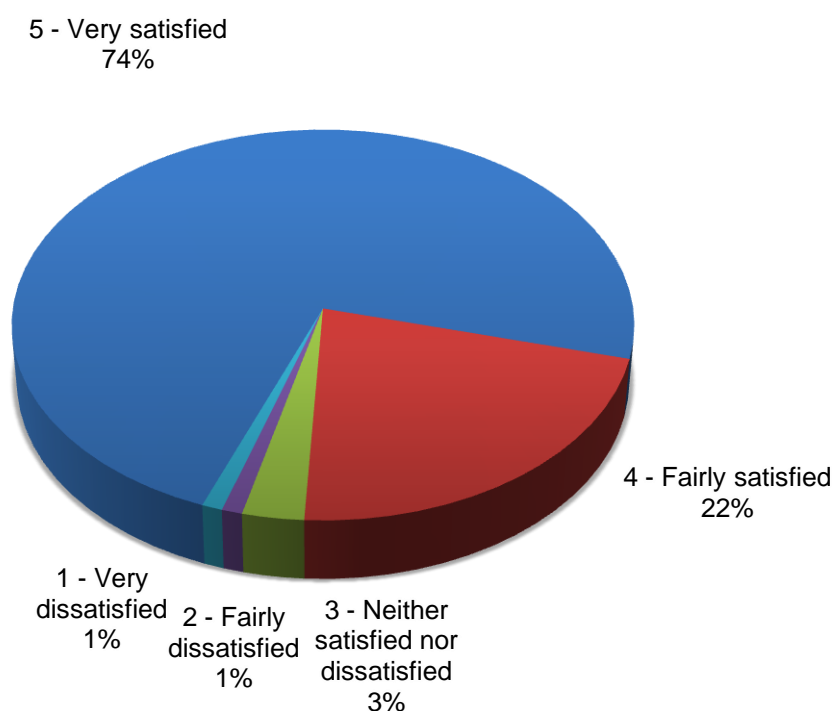
Where the initiative has involved work for employers, for the majority this work was *not* more than what they anticipated when the initiative was explained (68%; 60% in Phase 2), while for just less than a third it has involved more work than they originally anticipated (30%, equivalent to 18% of all employers).

The vast majority of employers that consider the work involved to be more than what was anticipated cited administration of the programme as the element that took the most time (76%). Some employers also considered the implementation of changes after the programme (12%); designing the training or development approach (9%) and supporting the women undergoing the training (8%) to be particularly time consuming.

### 7.1.2 Overall satisfaction

Overall satisfaction with WWSPI is high amongst Phase 3 employers and represents an improvement on Phase 2. In total 96% of all employers are satisfied with the training and development activity, which includes 74% who are very satisfied. This compared with a total satisfaction level of 93% in Phase 2, and 63% who were very satisfied. In Phase 1 96% were satisfied overall.

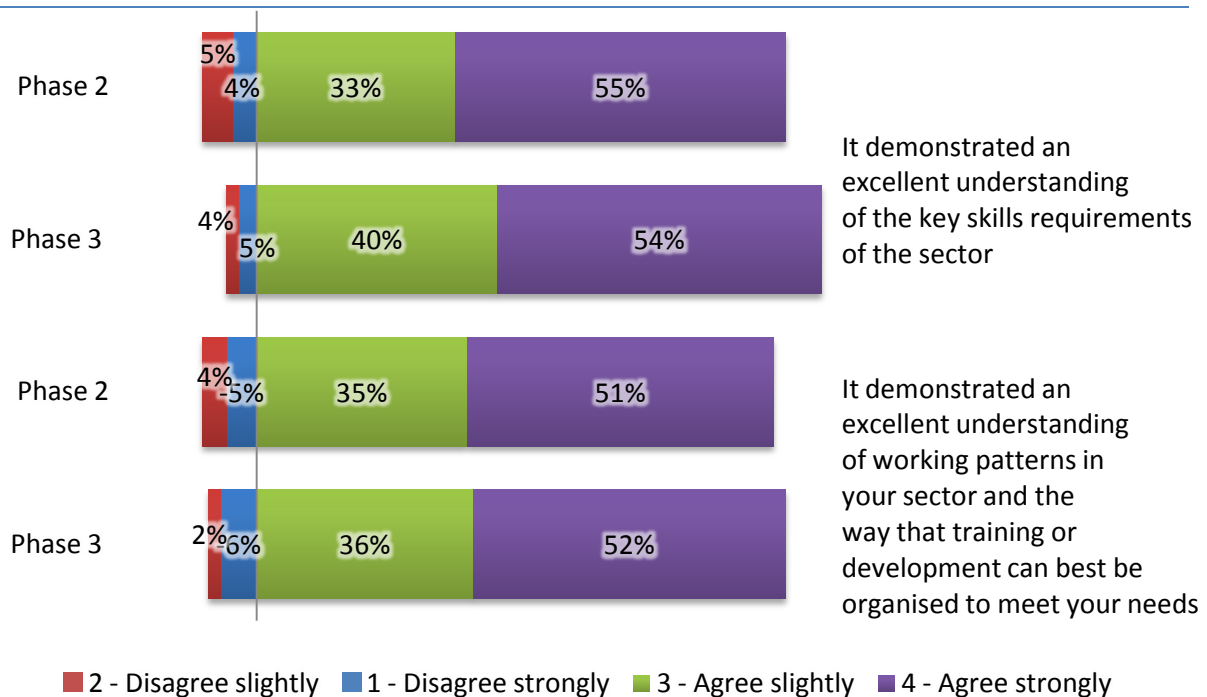
**Figure 31: Overall satisfaction with the training and development activity (All employers)**



**Unweighted base : Phase 3 = 338**

Just 1% of employers note any degree of dissatisfaction with the training in Phase 3.

The vast majority of employers are also positive about more specific aspects of the training and development. More than 9 in 10 agree that the initiative demonstrated an excellent understanding of the key skills requirements of the sector (94%; 88% in Phase 2), and a slightly lower proportion agreed that it demonstrated an excellent understanding of working patterns in their sector and the way training or development can be best organised to meet their needs (89%; 86% in Phase 2). Over half of employers agreed strongly with each of these statements.

**Figure 32: Level of agreement with statements regarding the initiative (All employers)**

Unweighted bases: Phase 3 = 338 and Phase 2 = 323 .

More than three-quarters of employers would also describe the WWSPI as being innovative compared with other training and development initiatives available in their industry (79%; 57% in Phase 2), including a third believing it is highly innovative and different to anything else available (35%; 28% in Phase 2).

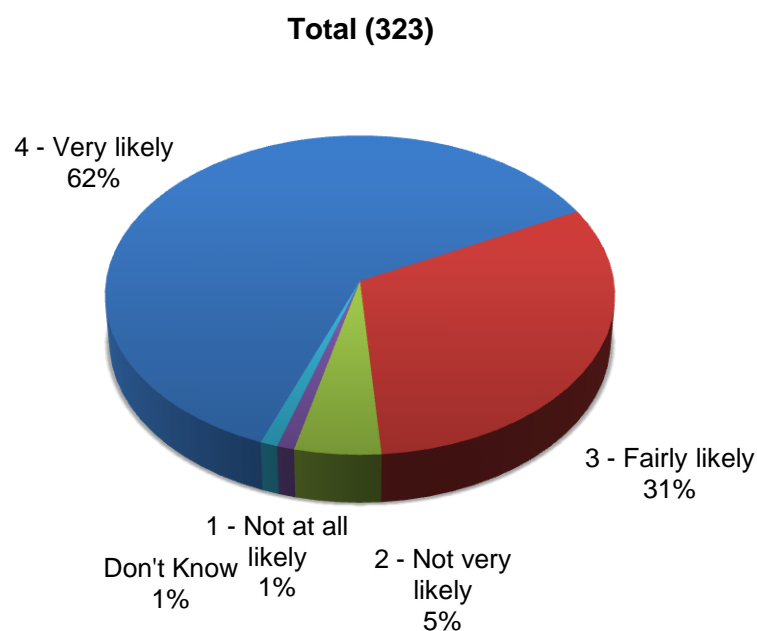
When asked why employers considered the programme to be innovative employers are most likely to mention that fact that it is aimed at females and not available to men (27%); that it's unique/there's nothing else like it (12%); that it is suited to their requirements/needs (10%); that its due to the standards of the training provided (8%) or that it is flexible/customised training (8%).

A third of employers think there are ways in which the WWSPI could be modified in order to meet the needs of their organisation better (33%; 31% in Phase 2). A wide range of modifications are suggested by employers, with the most common being reducing the amount of administration/paperwork (19%); better/more funding being available (15%); having more flexible deadlines/longer courses (12%); including males in the training programme (9%); opening the courses up to more people/easier qualifying process (8%); and better explanations/clearer instructions (6%).

### 7.1.3 Future participation and recommendation

If the WWSPI programme were to continue virtually all employers would be likely to continue their participation in the programme (92%), with nearly two-thirds citing that they would be very likely to do so (61%). These intentions are even more positive than those recorded for Phase 2 when employers were asked whether they would be likely to continue with the programme beyond March and 88% indicated they would be likely to do so; they compare with 93% providing a positive response in Phase 1.

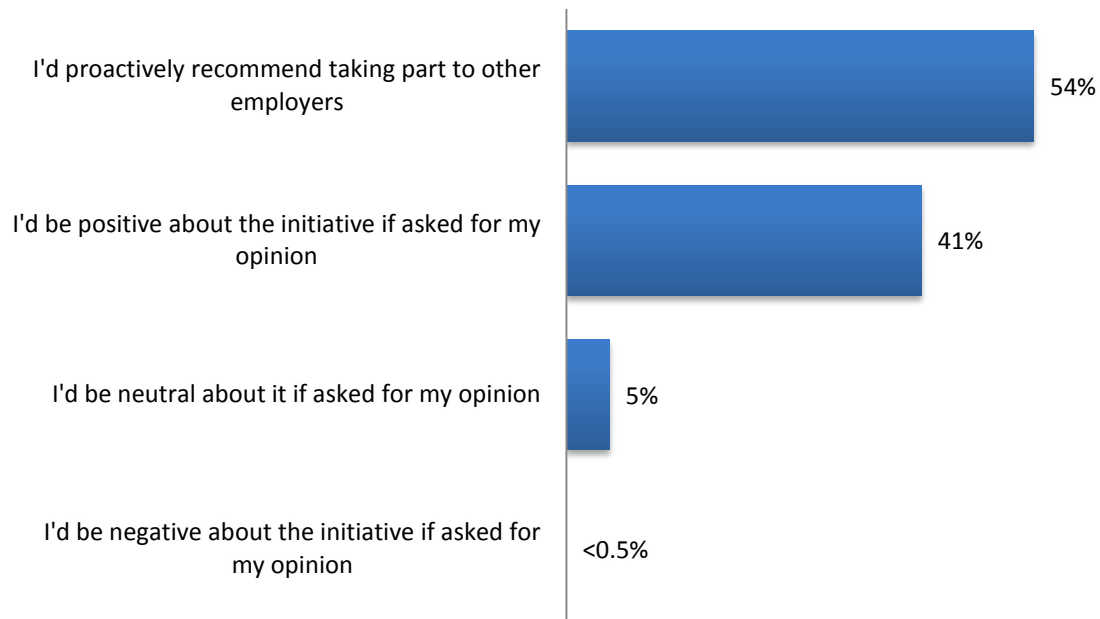
**Figure 33: Likelihood of employers continuing with the programme if it continued beyond March (All employers)**



**Unweighted bases: Phase 3 = 323**

Amongst the few who would not be likely to continue with the programme (7%) the main reason given is that they have no other women who the programme would be suitable for (34%), followed by the mention that the programme has not met their objectives (20%, equating to just 4 respondents).

Overall more than 9 in 10 employers would be positive in recommending the WWSPI to other employers (95%; 93% in Phase 2 and 95% in Phase 1), with more than half that would proactively recommend taking part to other employers (54%).

**Figure 34: Employers likelihood of recommending WWSPI to other employers (All employers)**

Unweighted bases: Phase 3 = 338; Phase 2 = 323 and Phase 1 = 357

The overwhelming majority of employers are also positive about working with their SSC on other training and development initiatives in the future (94%; 93% in Phase 2), with nearly two-thirds being very positive about doing so (67%).

## 7.2 Participants

### 7.2.1 Nature of their involvement

For equal proportions of Phase 3 participants the delivery of the programme was either through training courses at their place of work (49%) or training courses at the premises of an external training provider (49%). This is similar to Phase 2 but again represents a change compared with Phase 1 when the proportion receiving training courses at the premises of their employer (58%) was far higher than the proportion who attended courses at the training providers' premises (38%).

For a third of Phase 3 participants their involvement included an Individual Training Plan (33%) and slightly fewer received a progress review with their supervisor, manager or employer (29%), while for a fifth elements included a career development plan, online or paper based career development materials or a mentor scheme.

Delivery of the programme continues to differ according to SSC, as it did in Phases 1 and 2, as Table 11 summarises.

**Table 11: Elements involved in participants training and development programme - by SSC (All participants – in total and by SSC)**

	Phase 1 Total	Phase 2 Total	Phase 3 Total	Asset Skills	Construction Skills	EU Skills	Lantra	People 1st	SEMTA	Skill Fast	Skills For Justice	The Institute Of The Motor Industry
Individual training plan (ITP)	44%	37%	33%	28%	25%	23%	<b>69%</b>	35%	<b>50%</b>	27%	17%	31%
Career development plan	27%	21%	20%	17%	20%	21%	<b>33%</b>	28%	<b>42%</b>	16%	8%	16%
Training course at the premises or place of work of your employer	58%	45%	49%	<b>70%</b>	30%	52%	24%	52%	<b>79%</b>	52%	40%	48%
Training course at the premises of an external training provider	38%	43%	49%	37%	61%	48%	<b>75%</b>	45%	27%	48%	51%	40%
Progress review with your supervisor, manager or employer	44%	33%	29%	35%	16%	27%	<b>56%</b>	28%	21%	22%	15%	34%
Online or paper based career development materials	45%	21%	20%	20%	17%	16%	27%	17%	<b>31%</b>	14%	14%	<b>31%</b>
Mentor scheme	26%	19%	18%	19%	12%	5%	<b>59%</b>	48%	12%	8%	5%	8%
None of these	n/a	3%	1%	1%	2%	2%	0%	0%	4%	1%	3%	1%
Unweighted Bases	<b>817</b>	<b>916</b>	<b>1060</b>	<b>130</b>	<b>132</b>	<b>153</b>	<b>180</b>	<b>29</b>	<b>52</b>	<b>136</b>	<b>122</b>	<b>119</b>

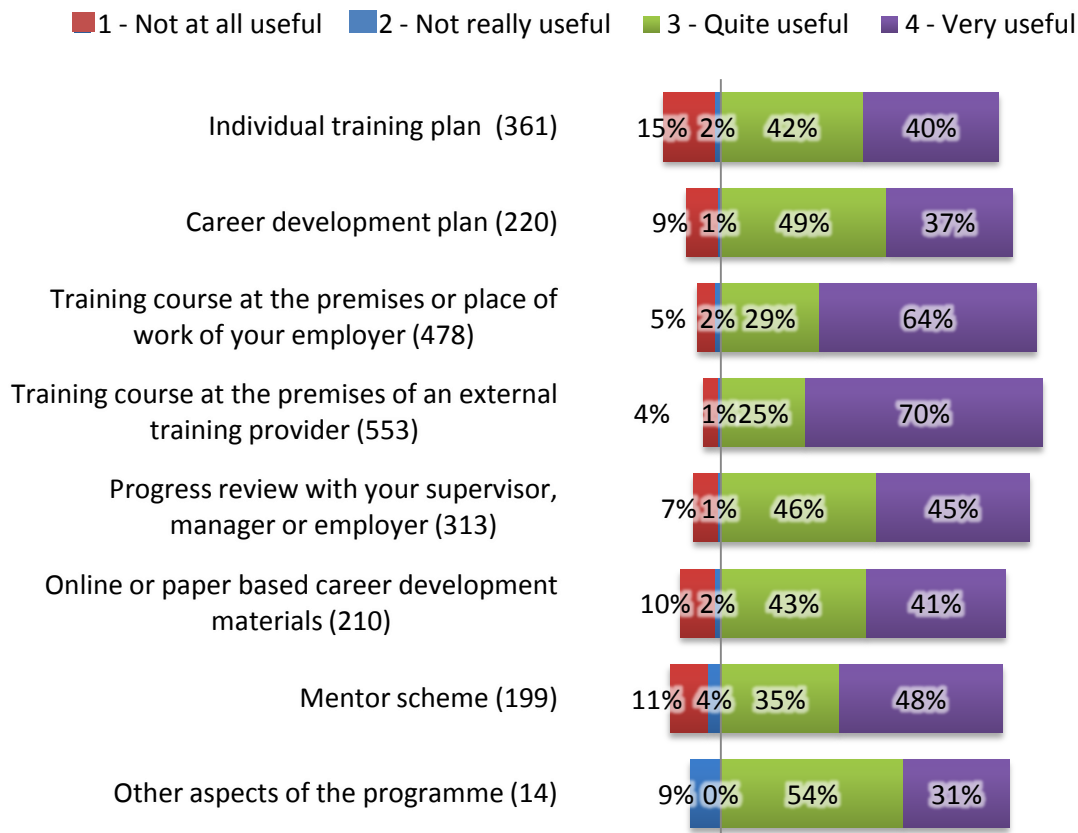
Participants within Lantra's sectors are significantly more likely than those in most other sectors to have had an individual training plan, a career development plan, training courses at the premises of external training providers, progress reviews and mentor schemes.

SEMTA participants are also more likely than most to have received an individual training plan, and a career development plans and together with Asset Skills more likely to have received training courses at their place of work.

## 7.2.2 Views on delivery and content

At least 8 in 10 Phase 3 participants considered each element of the training programme that they were involved in useful. Training courses either at the employers' premises or the premises of external training providers, as well as progress reviews are considered useful by at least 9 in 10 participants from Phase 3 that had involvement in each of these elements. Figure 35 summarises these findings.

**Figure 35: Participants rating of the usefulness of each aspects of their training programme (Where participants have been involved in each element)**



Figures in parentheses are unweighted bases

Amongst the 33% of participants whose training involved an individual plan in the vast majority of cases participants had at least some involvement in developing this plan (89%; 88% in Phase 2), with half saying they had a *great deal* of involvement in the plan's development (50%). This is similar to the proportion in Phase 2 and an improvement on Phase 1, when 52% and 43% respectively of those with an individual training plan reported a *great deal* of involvement.

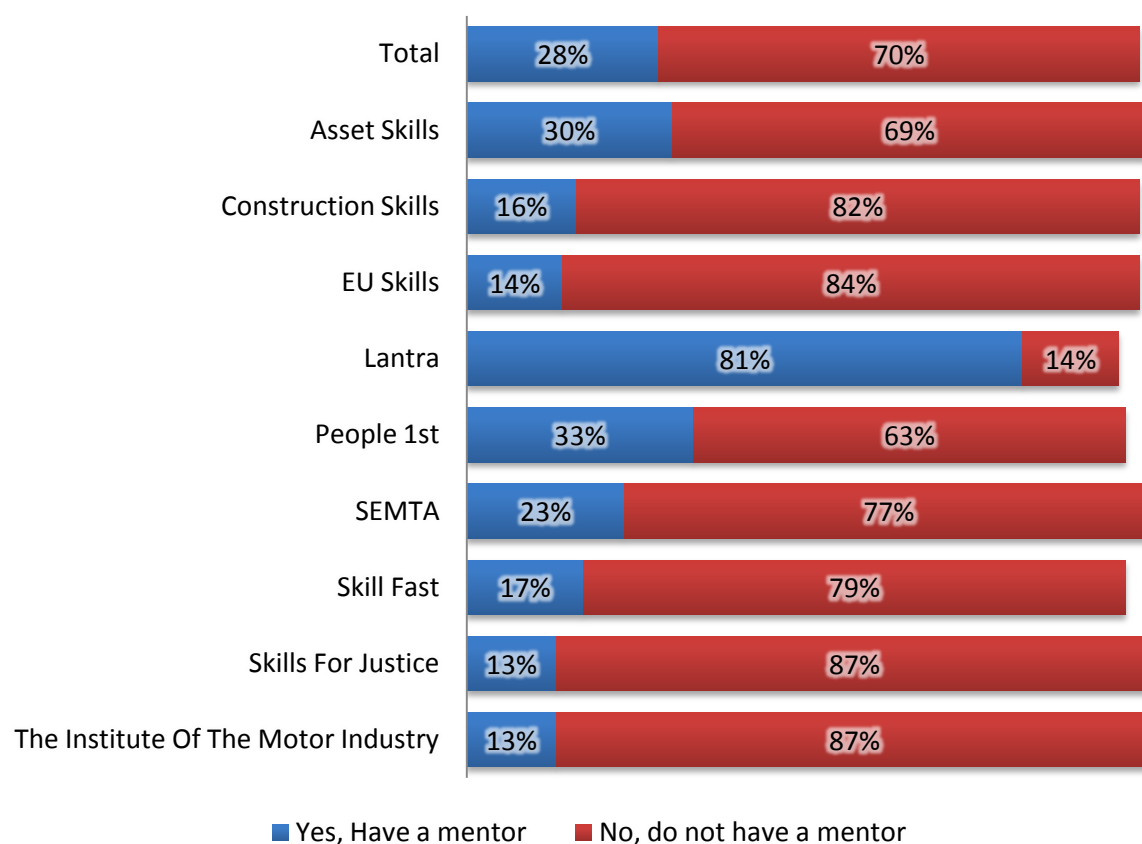
### 7.2.3 Mentors

Participants were informed that a mentor is an individual who provides one to one support to another on a regular basis. The support they provide is by personally coaching the person they are mentoring; offering advice and allowing the person they are coaching to shadow them in their work.

Based on this description over a quarter of all Phase 3 participants agreed that they have been assigned a mentor (28%). The proportion of participants that have been assigned a mentor varies widely by SSC as Figure 36 highlights. Mentoring as part of WWSPI appears to be most common amongst SEMTA participants and least common for EU Skills, Skills for Justice and The Institute for the Motor Industry.



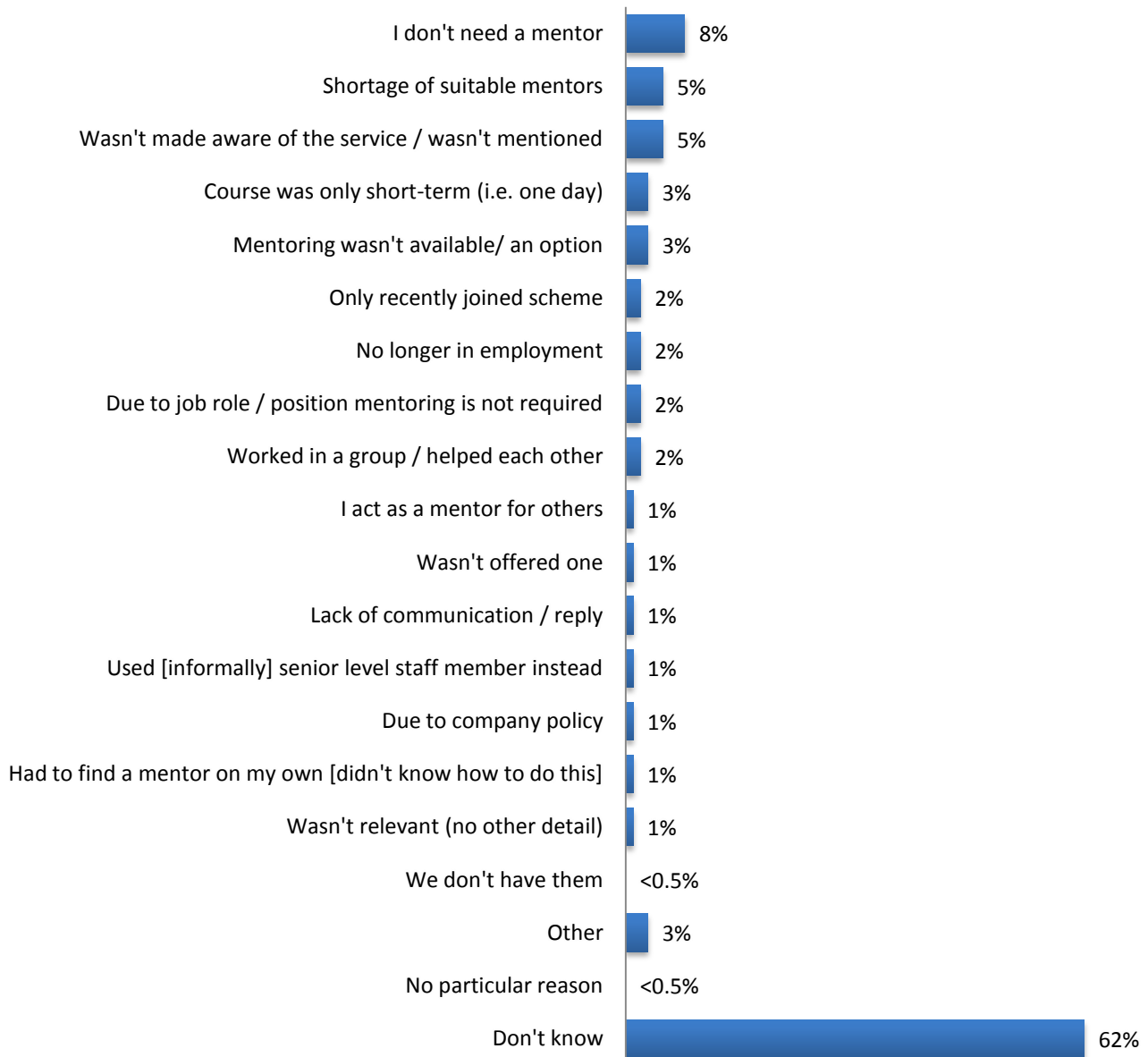
**Figure 36: Whether participants from Phase 3 have been assigned a mentor yet (All participants)**



Unweighted bases: Phase 3 = 1,060

Where participants have not yet been assigned a mentor they were asked why this is. The majority of Phase 3 participants don't know why they have not yet been assigned a mentor (62%; 48% in Phase 2), where a reason has been given (as shown in Figure 37) participants are most likely to suggest that it is because they don't need a mentor (8%).

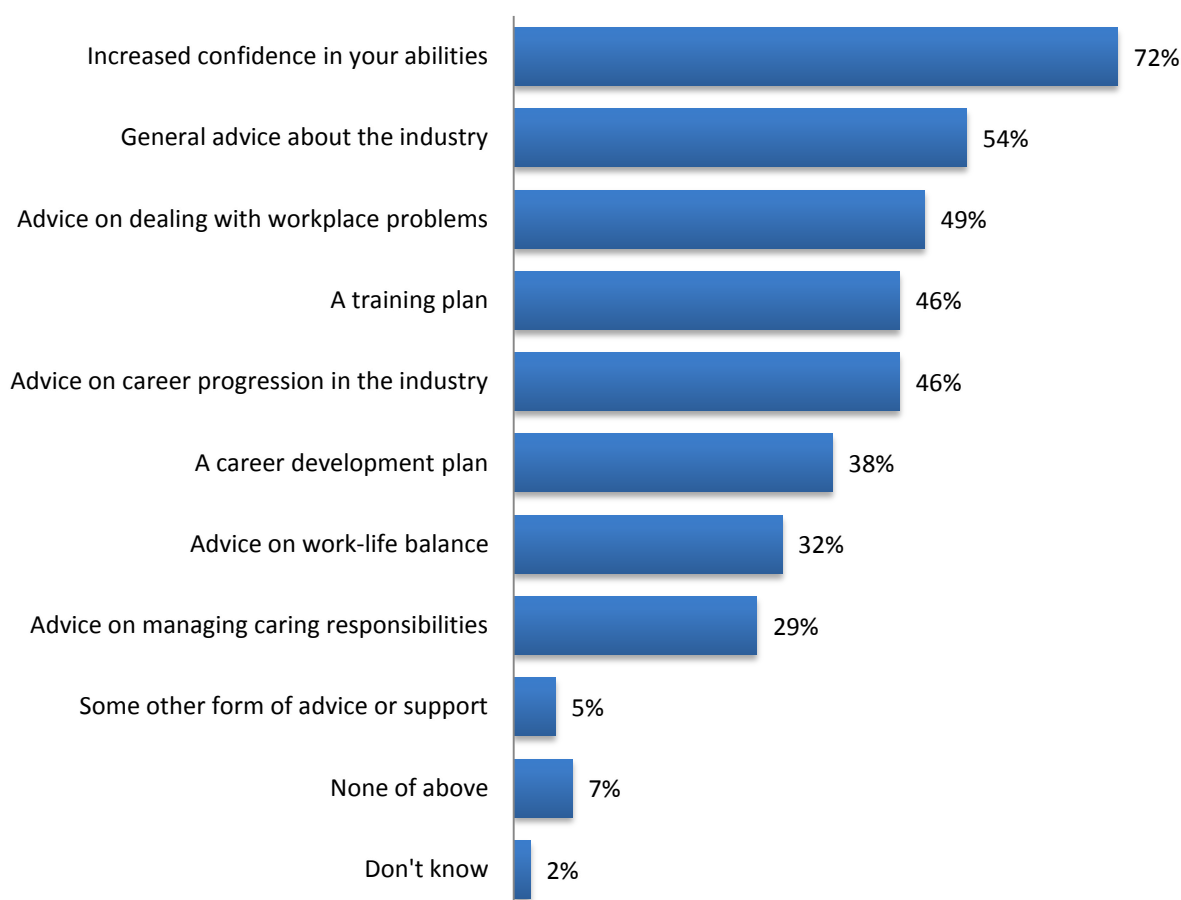
**Figure 37: Reasons why participants have not been assigned a mentor (Where Phase 3 participants have not been assigned a mentor)**



Unweighted bases: Phase 3 = 759

Amongst those who have been assigned a mentor in Phase 3, a wide range of benefits have been received, which are illustrated in Figure 38. Nearly three-quarters have gained increased confidence in their abilities, and more than half have benefitted from general advice about the industry; just under half have received advice on dealing with workplace problems or on career progression or they have received a training plan.

**Figure 38: Benefits participants have received as a result of contact from their mentors (Where participants have been assigned a mentor)**



**Unweighted bases: Phase 3 = 299**

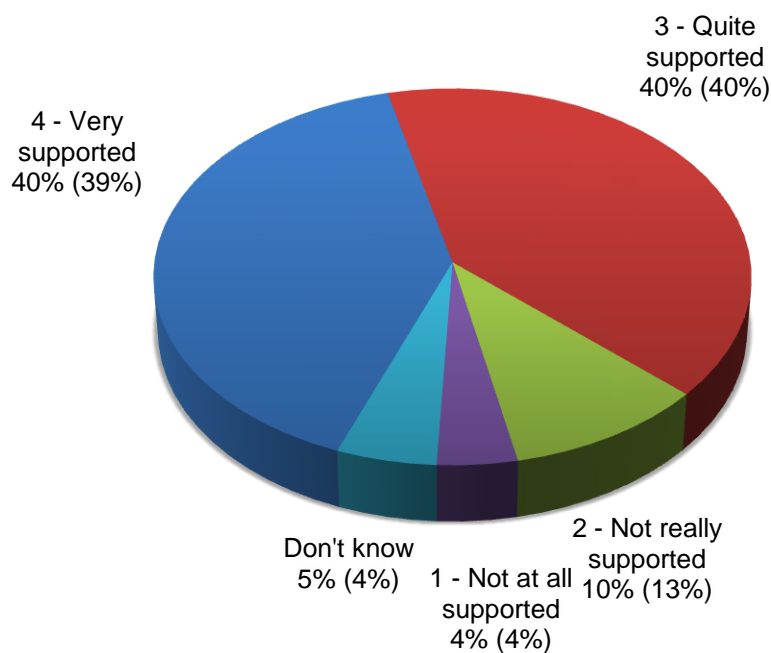
For 7 in 10 participants who have been assigned a mentor no improvements are seen to be needed to the mentoring scheme so that it meets their needs better (72%; 71% in Phase 2), and a further 16% do not know if any improvements are needed, leaving just 12% that specify any improvements. Where improvements are suggested the highest proportion mention more time allocated with them (3%), that their mentor is easier to reach/contact (2%) and widening the choice of mentor (1%).

Overall 92% of participants that have been assigned a mentor are satisfied with their mentor. This is the same level of satisfaction that was achieved in Phase 2, which represented an improvement on Phase 1 (86% satisfied).

### 7.2.4 Support received

All participants from Phase 3 were asked about how supported they have felt during their involvement with the initiative, and as in previous Phases the results are positive. Four out of five participants in Phase 3 felt either very supported (40%) or quite supported (40%). Just 14% felt either not really or not all supported which compares with 17% in both Phase 2 and Phase 1.

**Figure 39: Extent to which participants felt supported during the programme (All participants)**

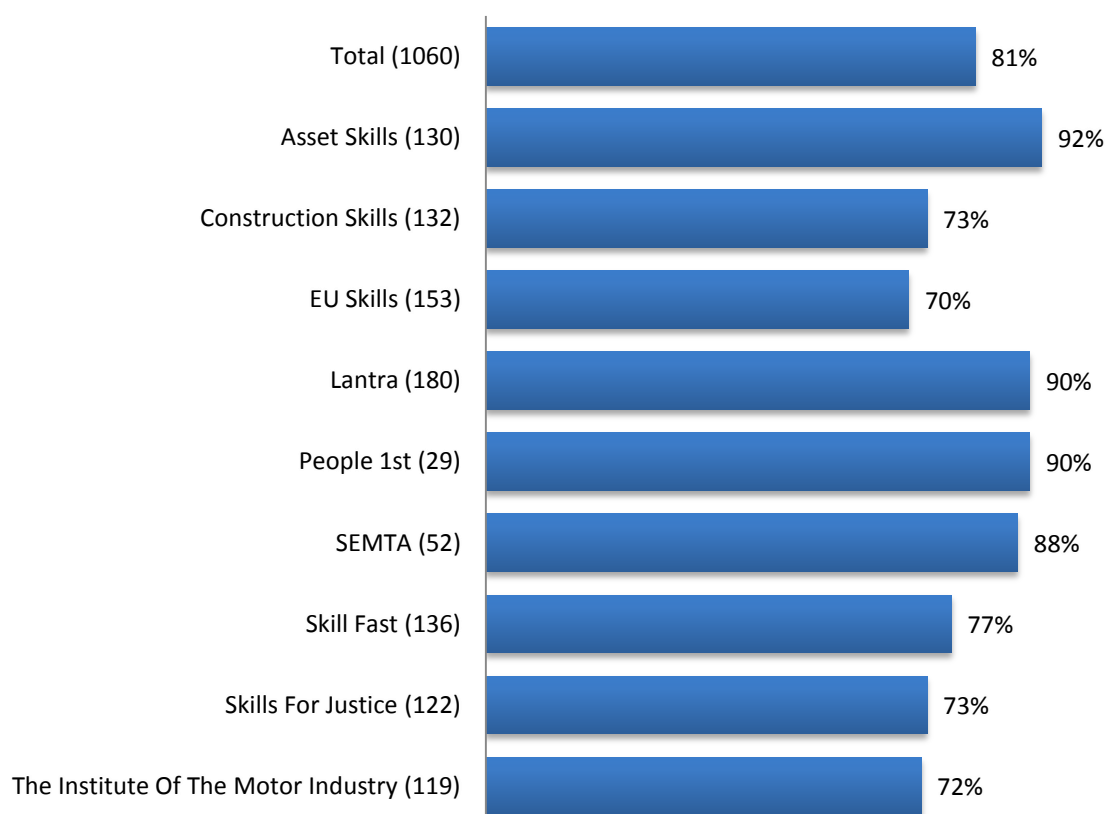


Figures in parentheses are from Phase 2

Unweighted base = Phase 3: 1,060

By SSC participants in Asset Skills, Lantra, People 1st and SEMTA are most likely to feel supported, while those within EU Skills are least likely to feel supported during their training programme, as Figure 40 shows.

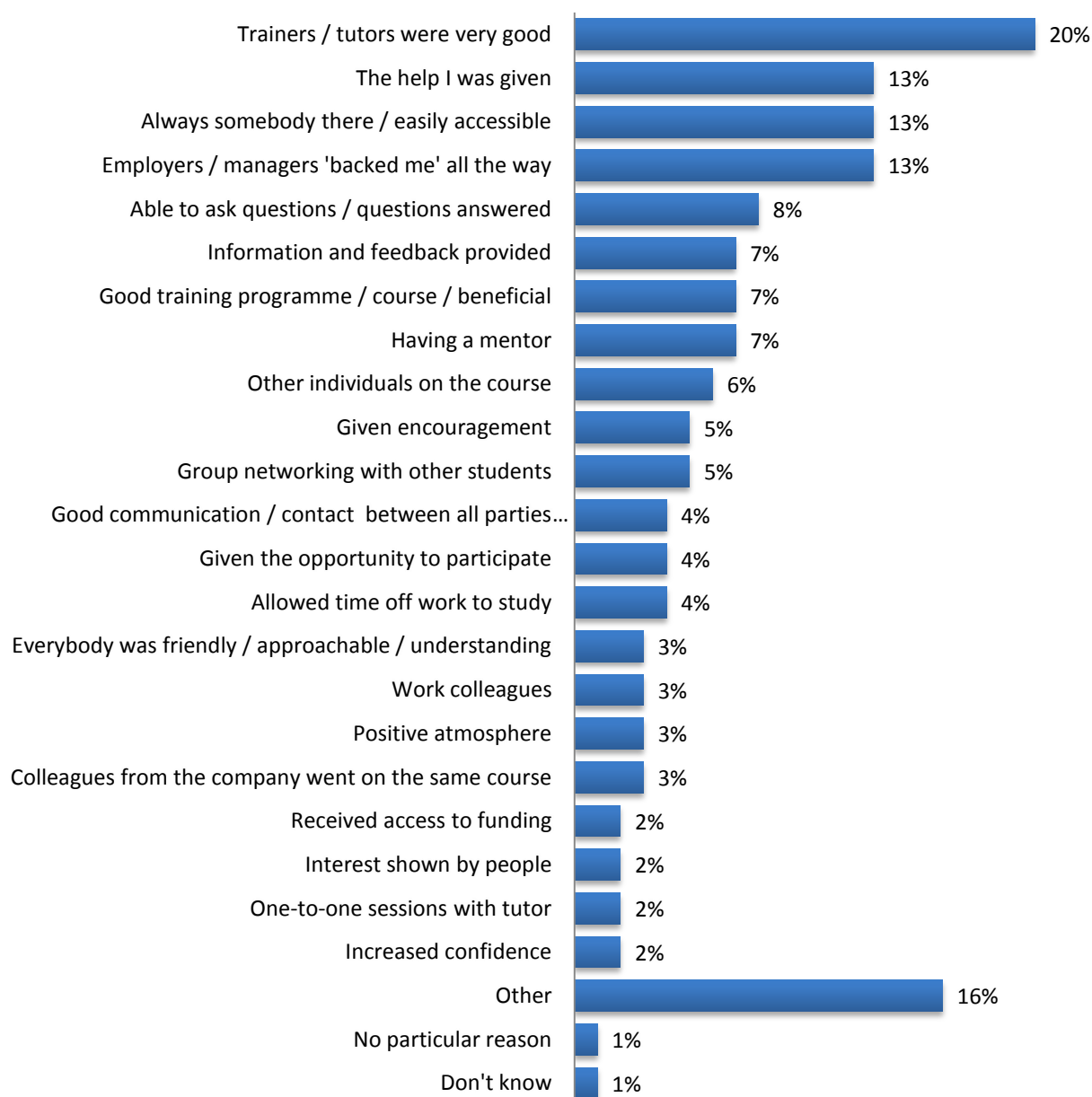
**Figure 40: Proportion of participants that felt supported during the programme (All Phase 3 Participants – in total and by SSC)**



**Figures in parentheses are unweighted bases**

When those who did feel supported were asked what made them feel this way the main reason mentioned was that the tutors/trainers were very good, followed by the help they were given; that somebody was always there/easily accessible and their employers/managers backed them all the way. The full range of reasons, mentioned by at least 2%, is presented in Figure 41.

**Figure 41: Reasons for participants feeling supported (Where participants felt supported during the initiative)**

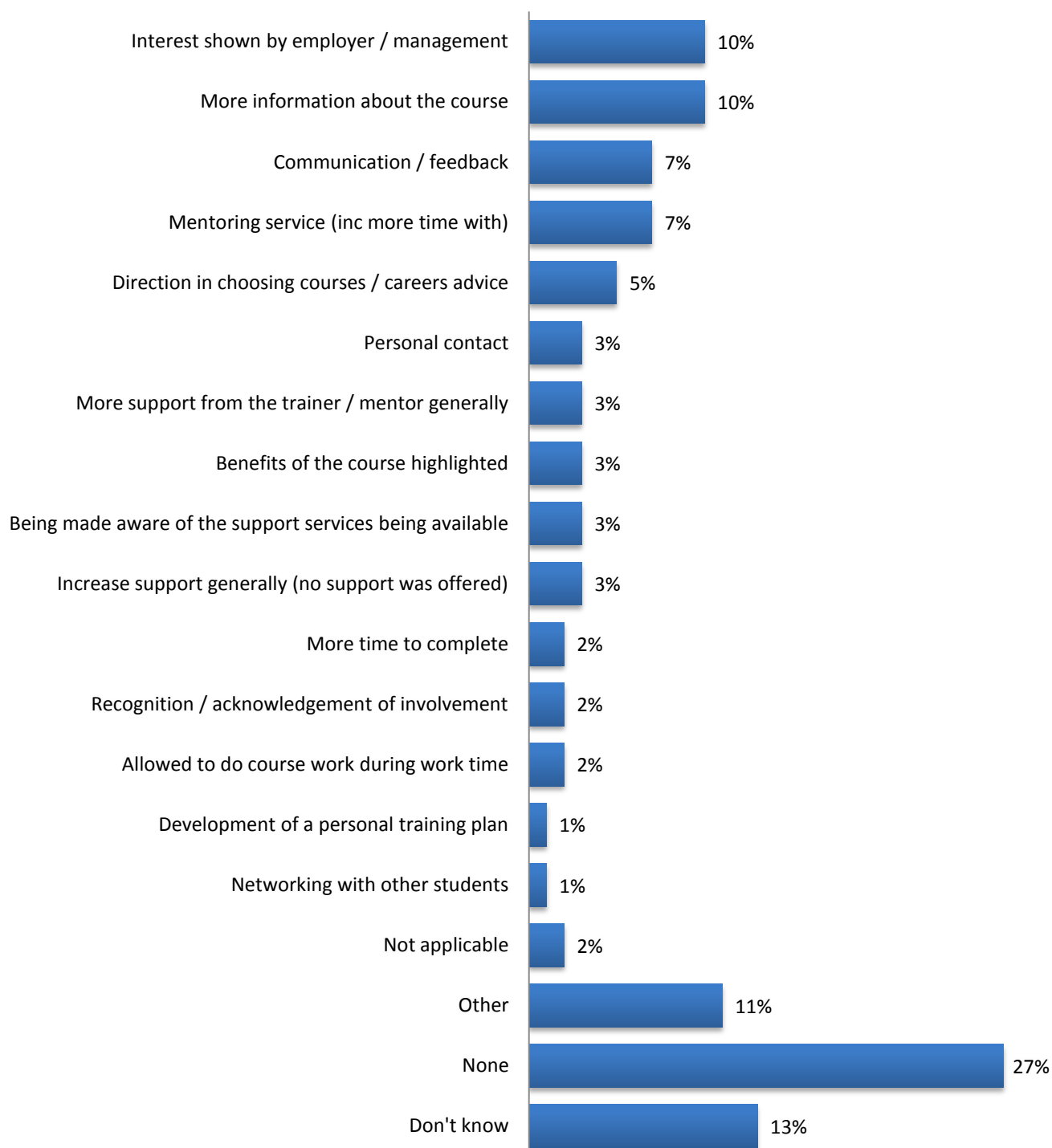


**Unweighted bases: Phase 3 = 842**

Lantra participants are especially likely to mention that there was always somebody there/easily accessible as being the reason for feeling supported (31%; 13% on average) and to mention the support of a mentor (22%; 7% on average). Skills for Justice participants were the most likely to mention that trainers/tutors were very good (30%).

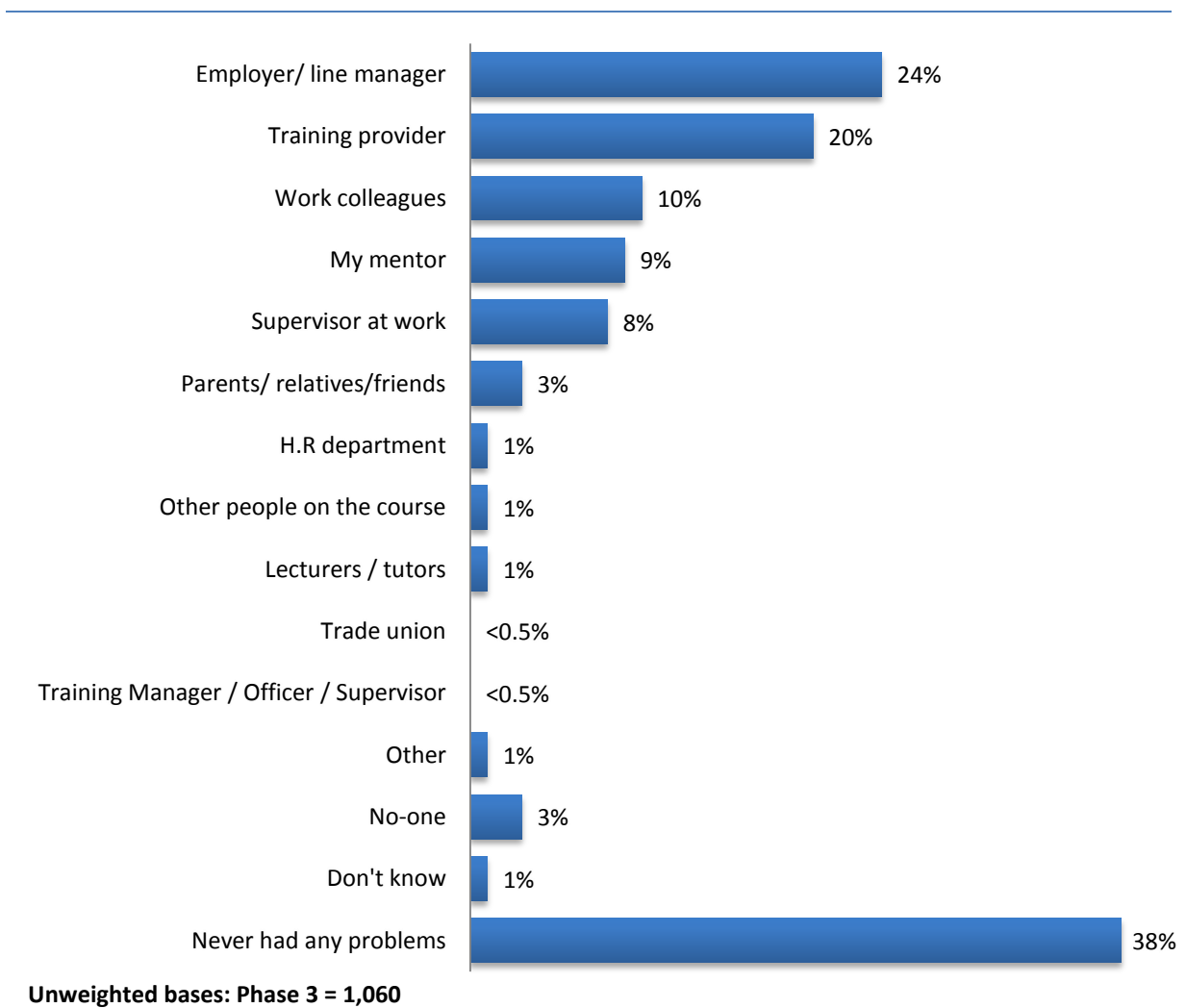
Participants who did *not* feel supported during the initiative are most likely to say this was due to the level of interest shown by their employer/manager, needing more information about the course, the amount of communication/feedback or personal contact, and issues to do with the mentoring service. Over a quarter of those who did not feel supported could not think of anything in particular that made them feel this way.

**Figure 42: Support that participants would have liked to have received (Where participants did not feel supported during the initiative)**



**Unweighted bases: Phase 3 = 218**

If participants had any problems during their involvement in the WWSPI they are most likely to have sought support from their employer/line manager, and secondly their training provider. This was also the case in Phase 2. Just 9% mention going to a mentor for support, although this proportion increases significantly amongst participants within Lantra's sector, to 32%. In more than a third of cases participants report never having had any problems, so have not specified any sources.

**Figure 43: Sources of advice or support during the initiative (All participants)**

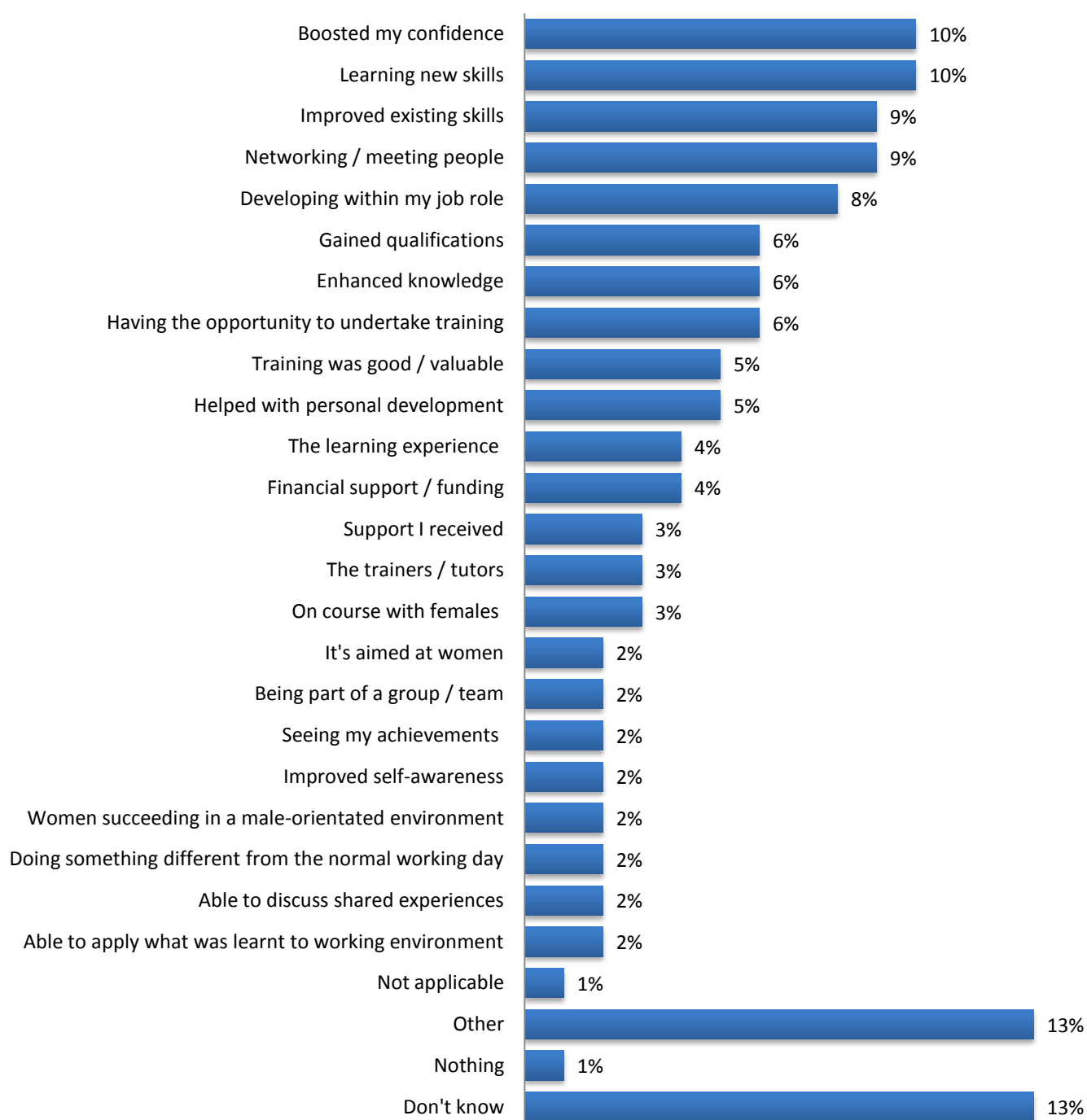
### 7.2.5 Overall satisfaction

When all Phase 3 participants were asked to state what is or was the most positive aspect of the WWSPI for them a wide variety of benefits are mentioned, as Figure 44 illustrates.

Boosting their confidence, learning new skills, improved existing skills and networking/meeting people are the positive aspects most likely to be mentioned by Phase 3 participants.



**Figure 44: The most positive aspects of the initiative - unprompted (All participants)**



Unweighted bases: Phase 3 = 1,060

There are some notable differences by SSC in the benefits that participants have gained from their involvement in the WWSPI. SEMTA (23%), Skills for Justice (21%) and Construction Skills (18%) participants are more likely than those in other sectors to say that networking/meeting people has been the most positive aspect (9% on average). Lantra participants are especially likely to think the financial support/funding has been a positive aspect (13%; 4% on average) and SEMTA participants are

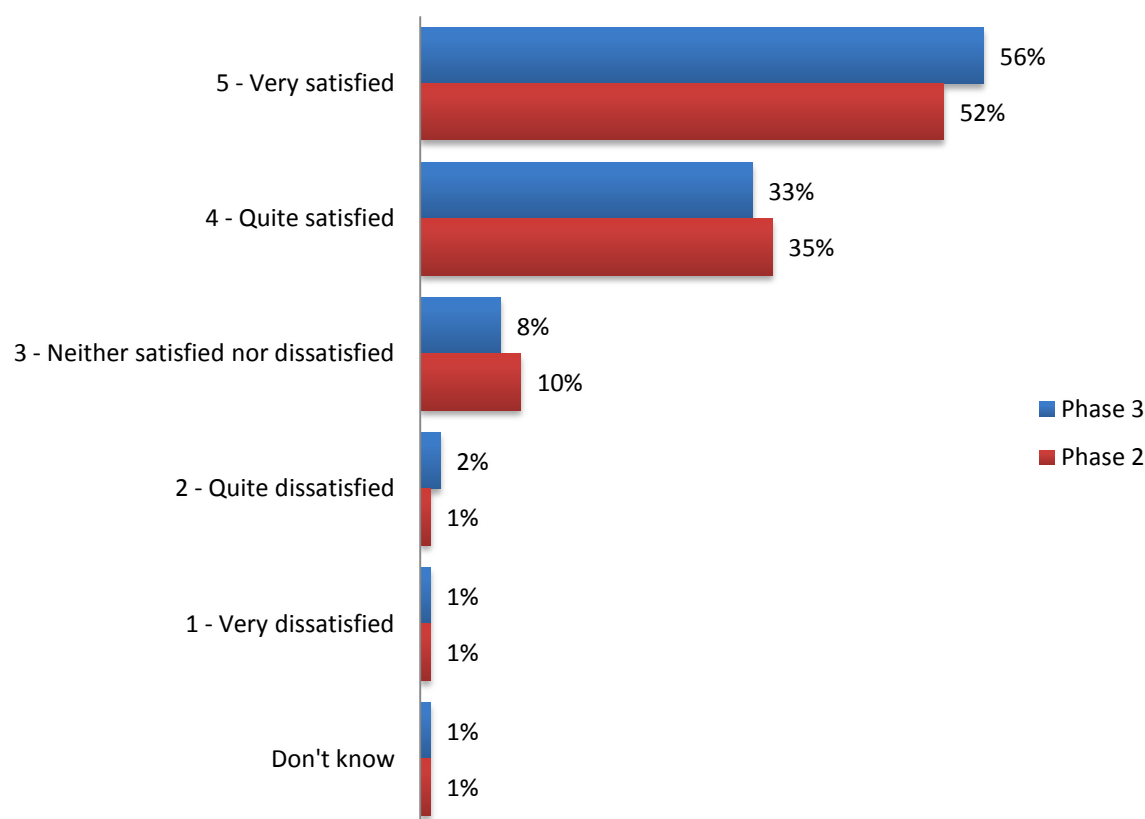
significantly more likely than other sectors to identify a boost to their confidence as a benefit for them (27%; 10% on average).

When asked to list the most negative aspect of their involvement in the initiative, over a quarter of Phase 3 participants say there is nothing in particular (28%) and a further third (33%) say they do not know. Where participants have specified negative aspects a wide range of issues are mentioned, but only a minority mention each of them. The issue mentioned most, by just 4% overall, is administration/form filling, although it seems a particular issue for Lantra participants with 24% mentioning this as negative aspect. Short course/more time on course needed is mentioned by 3%. The following issues are each mentioned by just 2% of respondents:-

- Travelling required/long distance to centre
- Difficulties putting ideas into practice
- Difficulties in working and studying at the same time
- Male discrimination/males weren't allowed
- Training not focused on personal requirements/too basic
- They didn't get enough out of the course/it wasn't useful

Overall satisfaction amongst Phase 3 participants is high and has improved slightly since Phase 2. Nine in ten participants are very or quite satisfied overall (89%; 87% in Phase 2 and 90% in Phase 1). Only 2% of Phase 3 participants cite any degree of dissatisfaction.

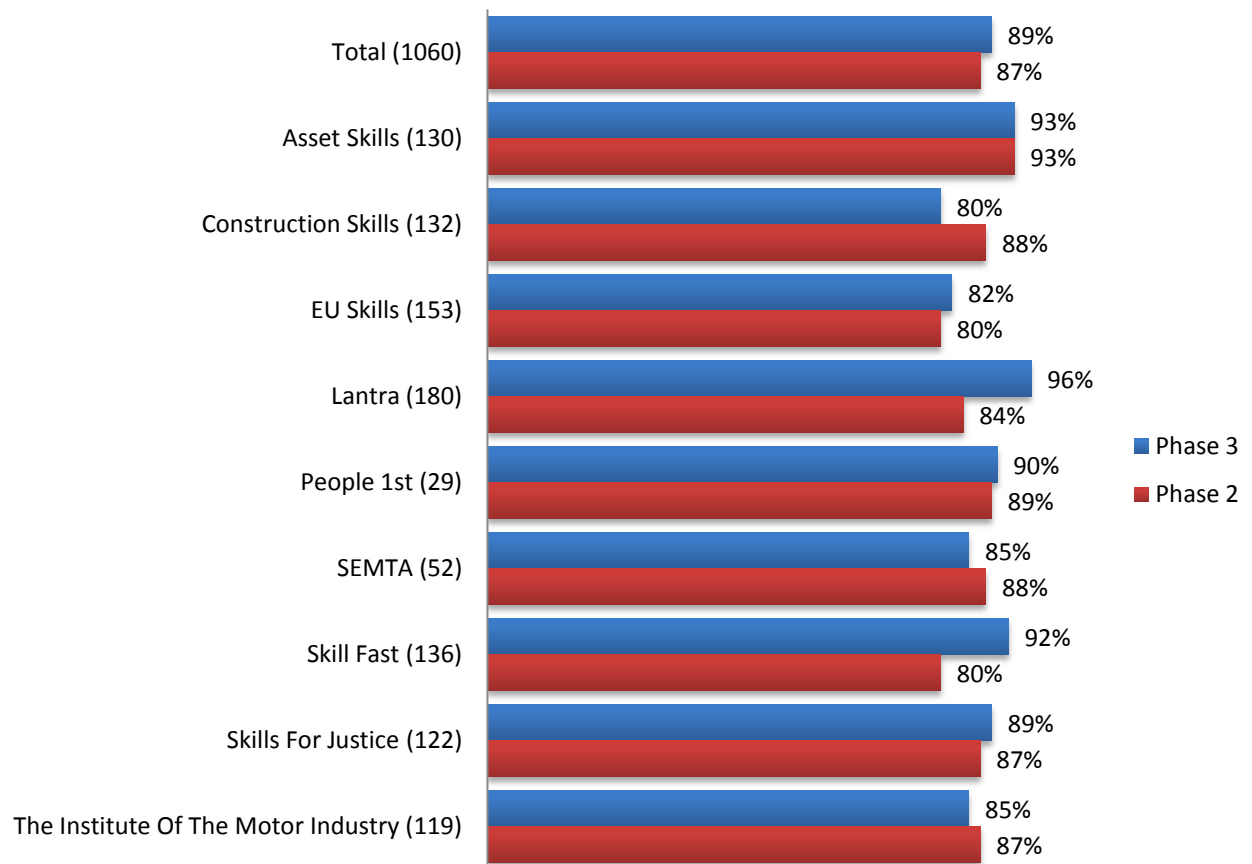
**Figure 45: Overall satisfaction with the WWSPI (All participants)**



Unweighted bases: Phase 3 = 1,060 and Phase 2 = 916

This high level of satisfaction is consistent across all SSCs, varying from 80% amongst Construction Skills participants, up to 96% amongst Lantra participants. Figure 46 summarises this range and compares satisfaction levels by SSC with Phase 2 of WWSPI.

**Figure 46: Overall satisfaction with the WWSPI (All Phase 3 and Phase 2 participants in total and by SSC)**

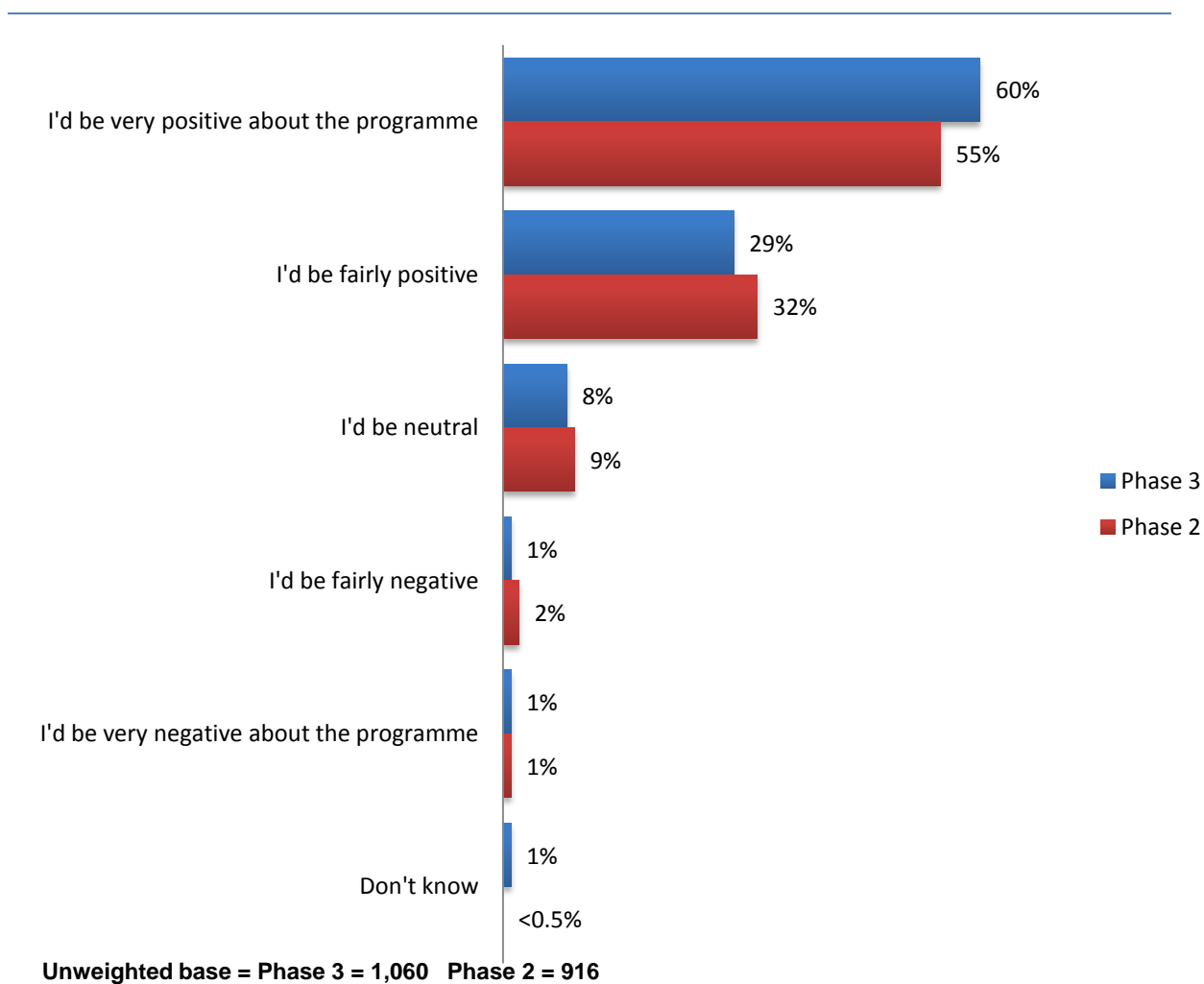


Figures in parentheses are unweighted bases for Phase 3

### 7.2.6 Recommendation

Participants in the WWSPI are also extremely positive in terms of their likelihood to recommend the training initiative to other women, with 9 in 10 Phase 3 participants stating that they would be positive in doing so (89%; 88% in Phase 2 and 86% in Phase 1). More than half would be very positive when recommending the programme to other women (55%).

**Figure 47: Participants likelihood to recommend the WWSPI to other women (All participants)**



By SSC, Lantra and SEMTA participants are most likely to be very positive about recommending the programme (73% in each case state they would).

## 8 Non-completion

This chapter takes a brief look at the extent to which participants from Phase 3 have not completed the training programme and the reasons given for this.

### 8.1 Employers

Amongst the employers from Phase 3, 90% say the women from their organisation have all completed the programme (89% in Phase 2), for 7% there is a mixture, with some women having completed and others that have not, while in just 3% of cases all the women have not completed the programme. This remains an improvement on Phase 1 when 79% stated that all their participants had completed the programme.

In most cases where employers in Phase 3 do have some women that have not completed the programme this is because their training or development is still ongoing (79%; 59% in Phase 2), although a small proportion have employees that have dropped out of the programme (21%).

Equating the responses given by employers to the participants themselves, 96% are considered by their employers to have completed the programme (94% in Phase 2), while 3% are still on the course, and just 1% have dropped out.

Of the small number of employers that have participants that have dropped out of the programme the main reason given is personal reasons.

### 8.2 Participants

Just 1% of all the participants that took part in this survey for Phase 3 stopped the programme without completing it, which compares with 2% in Phase 2 and 5% in Phase 1. At the time the interviews took place just 7% of participants had not yet finished the training programme, compared with 8% in Phase 2 and 11% in Phase 1. This leaves the vast majority of participants, 9 in 10, that had completed the training programme at the time of interview (92%; compared with 90% in Phase 2 and a lower proportion of 83% in Phase 1).

Amongst the 1% of respondents from Phase 3 that stopped the programme without completing it, which equates to just 15 participants, the main reasons given for not completing are that they changed their job role or were employed elsewhere (25%), a lack of time available (19%), or that it was due to personal reasons/ill health (16%).

In the majority of cases (60%) it had been the individual's decision to withdraw from the programme, rather than their employer's (14%) or someone else's (5%).

Nearly half of non-completers say that they could have been persuaded to complete the programme (46%), leaving nearly a quarter who would not have (23%), and nearly a third who are not sure (31%).

## 9 Benefits of the Initiative

This section looks at the benefits achieved from the WWSPI firstly from the employers' perspective and then the participants.

### 9.1 Employers

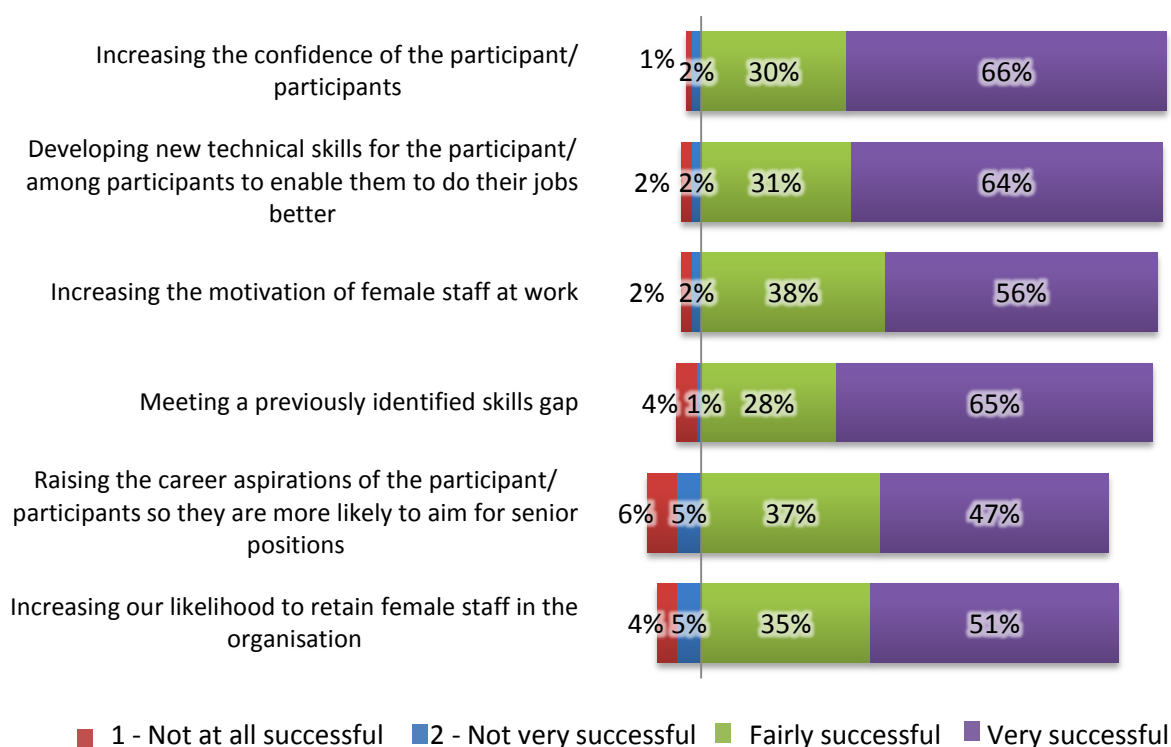
#### 9.1.1 Success in achieving their initial objectives

From the employers' perspective the WWSPI has been very successful. Virtually all employers consider the programme to have been successful at increasing the confidence of participants (96%; 97% in Phase 2); at developing new technical skills for the participants to enable them to do their jobs better (95%; 93% in Phase 2); meeting previously identified skills gaps (93%; the same proportion as in Phase 2);, and in increasing the motivation of female staff (93%; 92% in Phase 2).

The vast majority of employers also believe Phase 3 of WWSPI has been a success in terms of increasing the employers' likelihood to retain female staff in the organisation (86%; 79%) and raised the career aspirations of participants (84%; 82% in Phase 2). Figure 48 summarises these results.

The success ratings given by employers to each of these aspects reflect the order of priority they placed on each of these objectives when they started on the initiative.

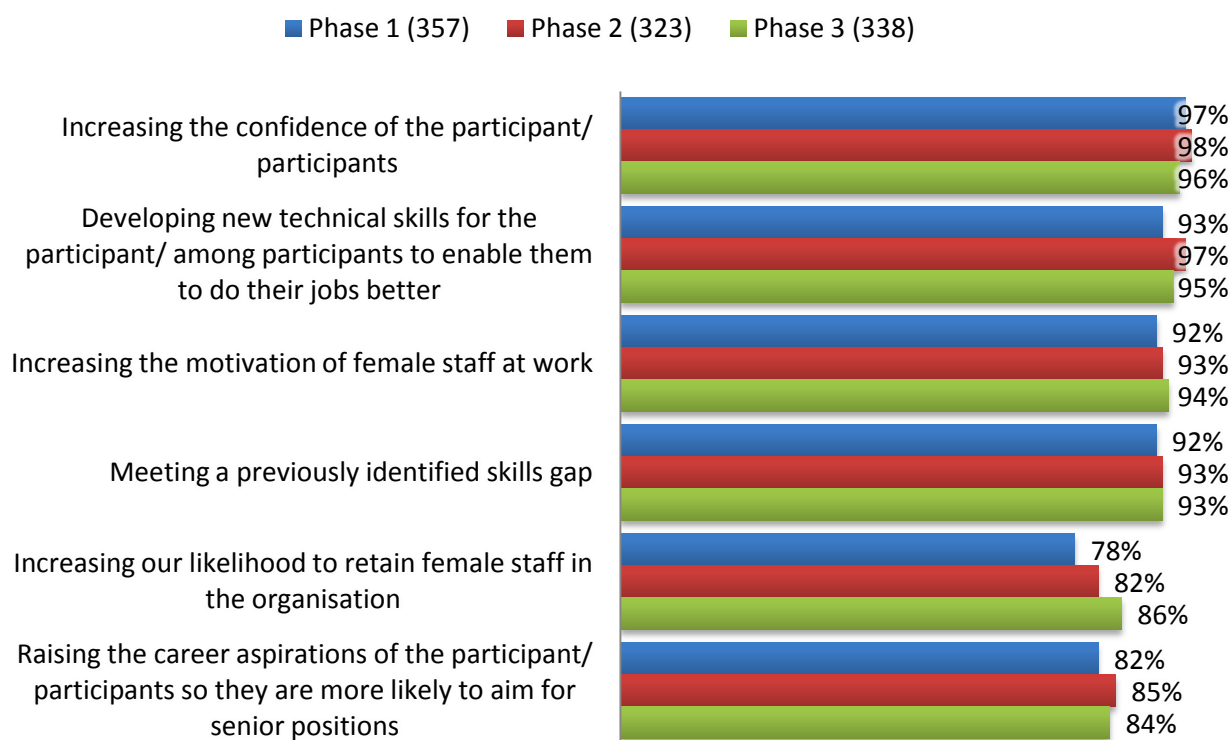
**Figure 48: Success of the programme according to employers (All employers)**



Unweighted bases: Phase 3 = 338

Over time the performance of the WWSPI has been very consistent on these measures, while for the impact on staff retention amongst female employees the proportion of employers considering it a success has grown, as Figure 49 summarises.

**Figure 49: Success of the programme according to employers by Phase (All employers)**



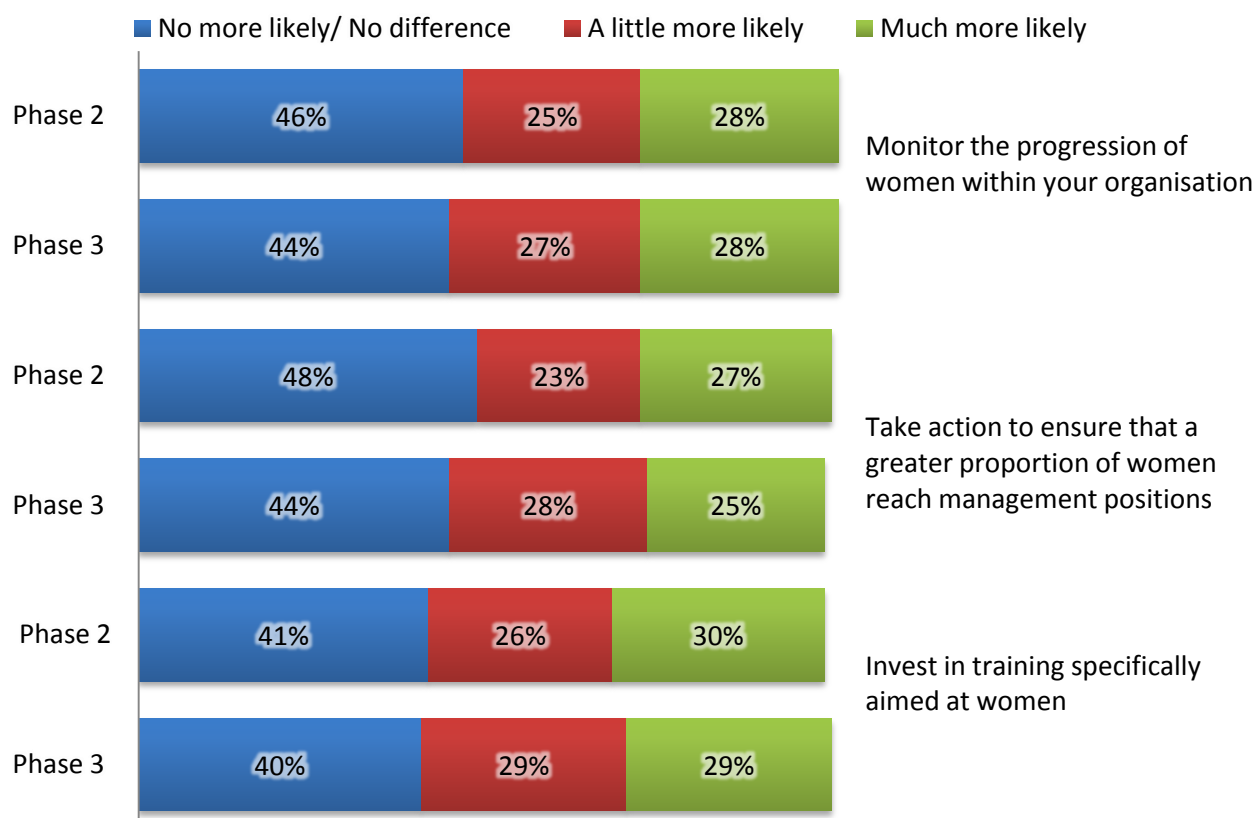
Figures in parentheses are unweighted bases

Unweighted bases: Phase 3 = 1,060; Phase 2 = 916 and Phase 1 = 357

### 9.1.2 Employer follow up and changes in their attitudes

At least half of employers say that as a result of their involvement in the WWSPI they are now more likely to monitor the progression of women within their organisation (53%; the same proportion as in Phase 2), take action to ensure that a greater proportion of women reach management positions (58%; 50% in Phase 2) and invest in training specifically aimed at women (58%; 56% in Phase 2).



**Figure 50: Employers' likelihood of undertaking each of the following as a result of their involvement in the initiative (All employers)**

Unweighted bases: Phase 2 = 323 and Phase 3 = 338.

Seven in ten employers agree that their involvement with the initiative has exposed them to new training providers that they may use in future (71%; 64% in Phase 2), while just slightly fewer consider that the programme has exposed them to different ways of delivering training that they may adopt in the future (63%; 57% in Phase 2).

In addition a third of employers believe the initiative has had other longer-term impacts on the attitudes towards employment and progression of women within their organisation (34%; the same proportion as in Phase 2). The impacts most mentioned by employers are more awareness of opportunities/possibilities (20%), raised the issue/profile of the problem (16%), that the outcome is generally positive (14%) increased the confidence shown (12%), they are more likely to use the service again (9%), it's improved opportunities to women/opened doors (8%), and improved the way they are doing their jobs (8%).

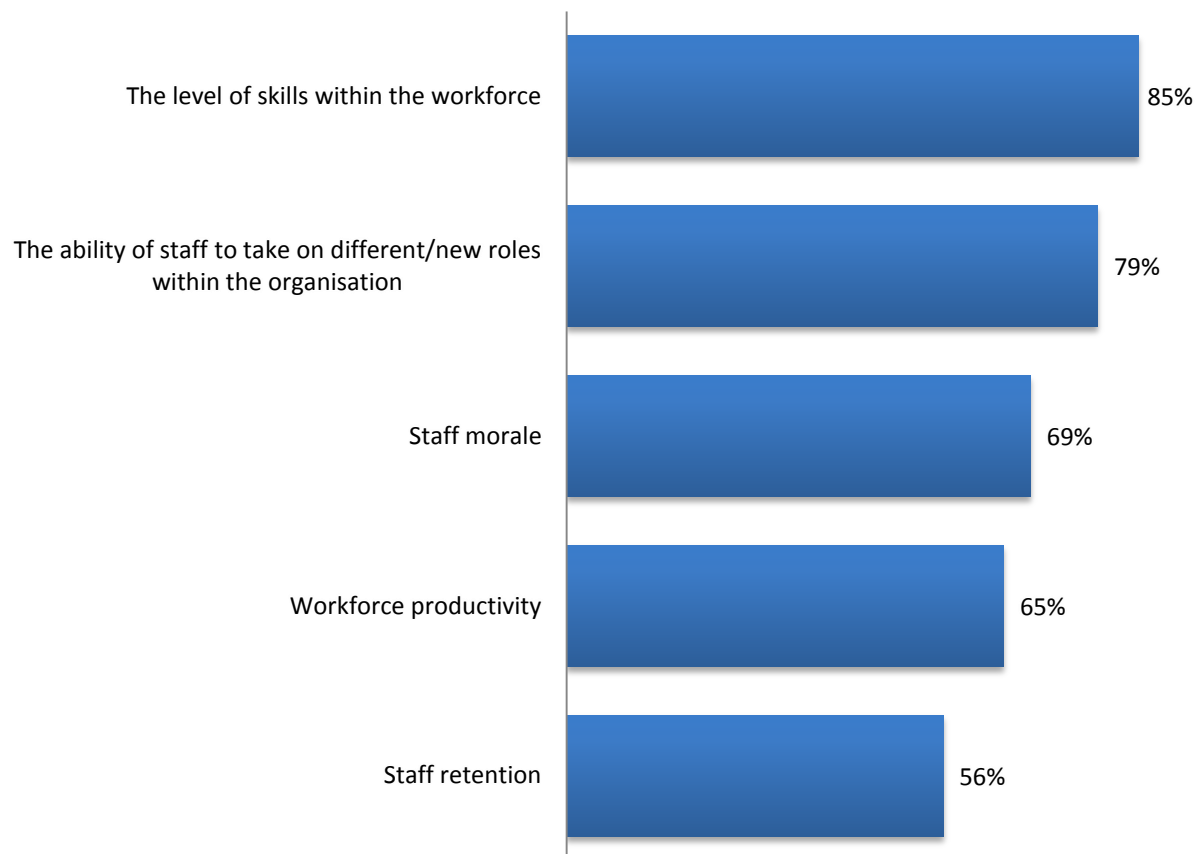
### 9.1.3 Business benefits and reducing the impact of the recession

A new question was added to the survey this time to ask about some of the wider business benefits that employers have gained from their participation in WWSPI. Figure 51 illustrates various aspects that they consider to have improved as a result of their involvement with Phase 3 of WWSPI.

Nearly 9 in 10 employers believe the level of skills within their workforce has improved and over three-quarters think the ability of staff to take on different/new roles within the

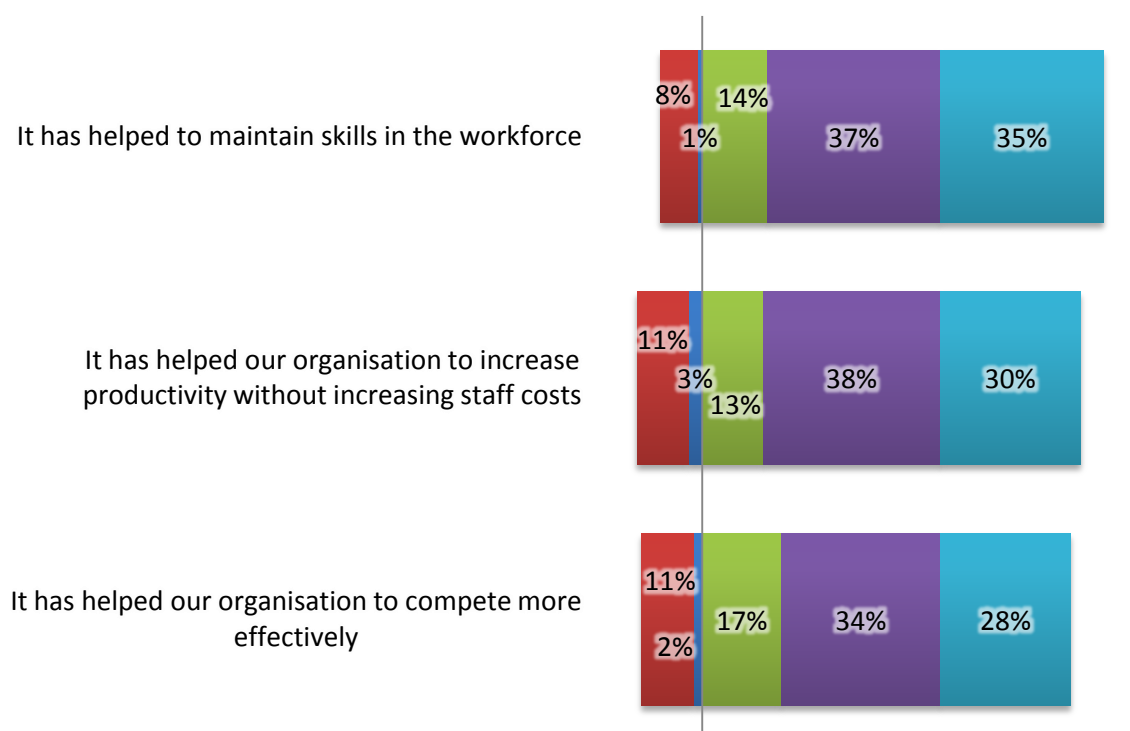
organisation has improved. Around two-thirds believe their business has benefitted from increased staff morale and increased workforce productivity, while over half believe WWSPI has improved staff retention in their organisation.

**Figure 51: Proportion of employers that considers each aspect to have improved as a result of their involvement in WWSPI (All employers)**



Unweighted bases: Phase 3 = 338

Thinking about the way in which their involvement with WWSPI may have reduced the impact of the recent recession for their business, nearly three-quarters of employers agree that WWSPI has helped to maintain skills in the workforce (72%), more than two-thirds believe it has helped their organisation to increase productivity without increasing staff costs (68%) and just slightly fewer agree that it has helped their organisation to compete more effectively (61%).

**Figure 52: Extent to which employers agree with statements regarding the benefits of WWSPI (All employers)**

■ Strongly disagree 
 ■ Disagree 
 ■ Neither agree nor disagree 
 ■ Agree 
 ■ Strongly agree

Unweighted bases: Phase 3 = 338

### 9.1.4 Value for money

In addition to any financial contribution for their involvement nearly half of employers made other forms of contribution 'in kind' for their participation in the WWSPI (46%; 44% in Phase 2). Such contributions are most likely to have involved allowing staff time off for training (35%), while a significant proportion of employers also allowed staff time to administer the scheme (27%); paid travelling costs (20%); allowed participants to use their facilities or equipment (28%) or delivered in-house training (13%).

Based on the outcomes that employers have received from their involvement in the WWSPI virtually all consider that the programme represents good value for money for their financial contribution or their contribution 'in kind' (95%; 97% in Phase 3). Two-thirds of employers consider the programme to be very good value for money (66%; 64% in Phase 2 and in Phase 1).

## 9.2 Participants

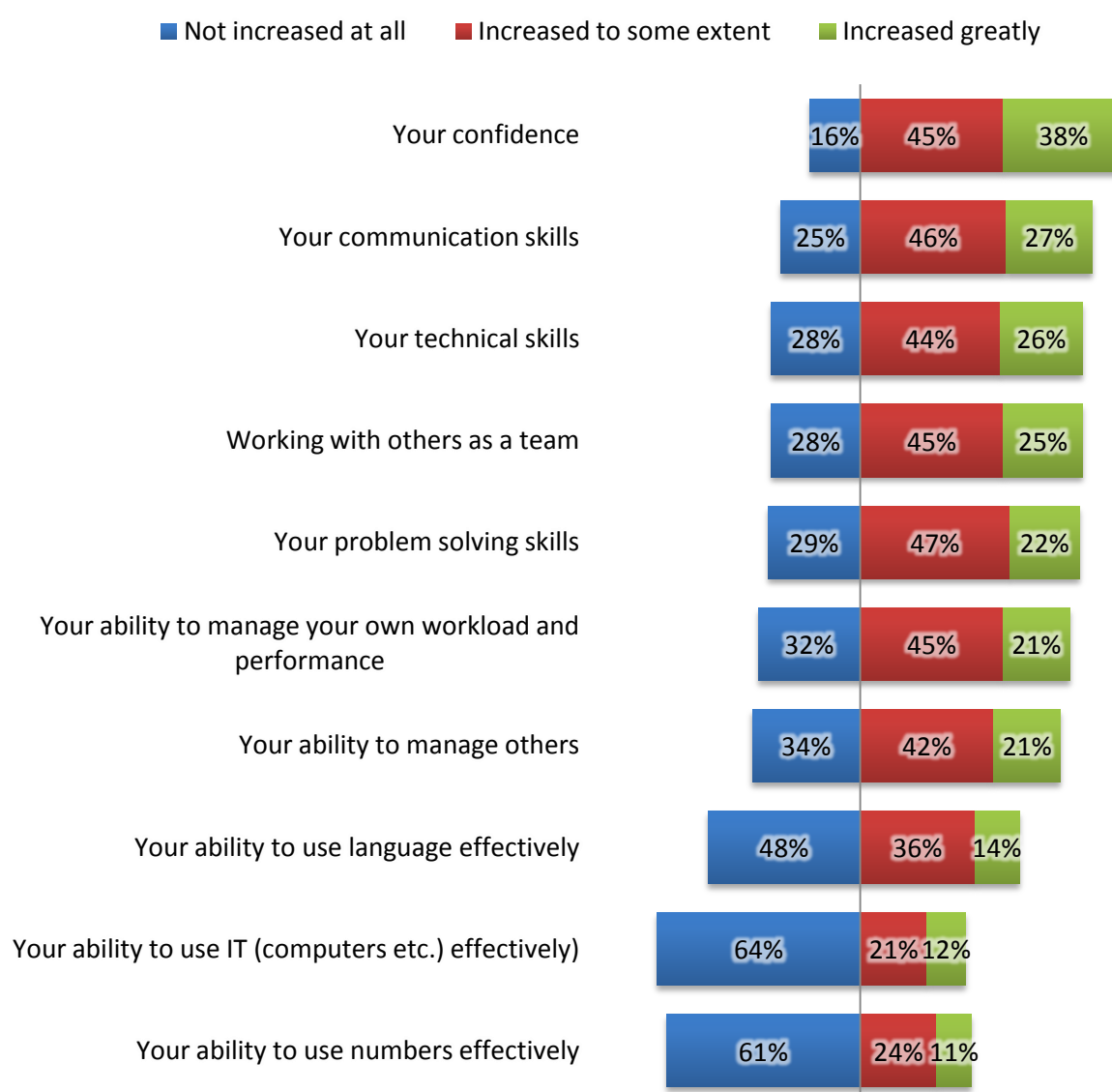
### 9.2.1 Improvements in skills and confidence

All Phase 3 participants were asked whether a range of skills/abilities had increased as a result of their involvement in WWSPI, to which they could either say they've increased greatly, increased to some extent or not increased at all.

Overall, virtually all Phase 3 participants have increased their skills/abilities in at least one of these areas and therefore achieved a concrete outcome, by improving their skills or abilities, as a result of the WWSPI (94%; 93% in Phase 2).

In seven out of ten skills areas at least 6 in 10 participants say their skills/abilities have increased greatly or to some extent, as Figure 53 summarises.

**Figure 53: Success of the programme in developing participants' skills and abilities (All participants)**



**Unweighted bases: Phase 3 = 1060**

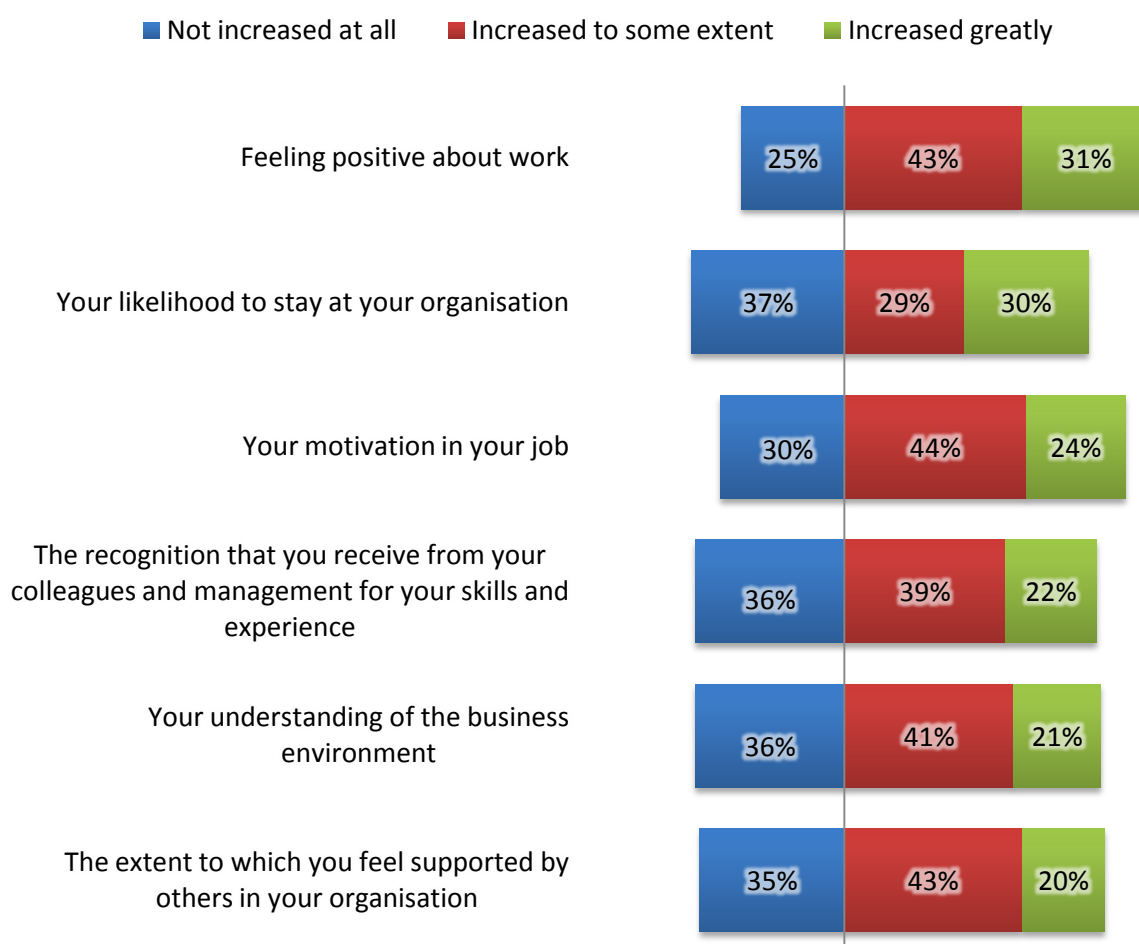
The programme is most likely to have led to an increase in participants' confidence (in 83% of cases; 78% in Phase 2 and 83% of cases in Phase 1), while around 7 in 10 have increased their communication skills (74%; 66% in Phase 2); their technical skills (70%; 68% in Phase 2 and Phase 1); their ability to work with others as a team (70%; 65% in Phase 2); their ability to manage their own workload and performance (66%; 68% in Phase 2 and 65% in Phase 1) and their problem solving skills (69%; 67% in Phase 2).

Lantra (91%) and Asset Skills (85%) participants were especially likely to have increased their technical skills (compared with the average of 70%). Lantra participants are also most likely to report an increase in their confidence (91%; 83% on average). Asset Skills participants cite most of the skill areas more than participants from other SSCs, while participants from the Institute of the Motor Industry are particularly likely to mention an increase in their ability to use numbers effectively (51%; 35% on average), language effectively (64%; 49% on average) and their ability to use IT effectively (53%; 33% on average).

### 9.2.2 Changes in attitudes towards their job/employer

For the majority of all Phase 3 WWSPI participants there has been a positive increase in terms of their attitudes towards their job and/or their employer/organisation. Overall, 7 in 10 have experienced an increase in at least one of the factors illustrated in Figure 54, and therefore improved their attitude towards their job or employer (70% overall; 71% in Phase 2).

**Figure 54: Success of the programme in improving participants' attitudes to their job and their employer (All participants)**



Unweighted bases: Phase 3 = 1060

For nearly three-quarters of participants the WWSPI has increased the extent to which they feel positive about work (74%; 73% in Phase 2). Around two-thirds have

experienced increased motivation in their job (68%; the same as in Phase 2), or an increase in the extent to which they feel supported by others in their organisation (63%; the same as in Phase 2). Nearly three-fifths state that the initiative has increased their likelihood to stay at their organisation (59%; 64% in Phase 2).

Participants from Asset Skills, EU Skills and The Institute of the Motor Industry are most positive about their changes in attitudes towards their employer/job, as a result of WWSPI.

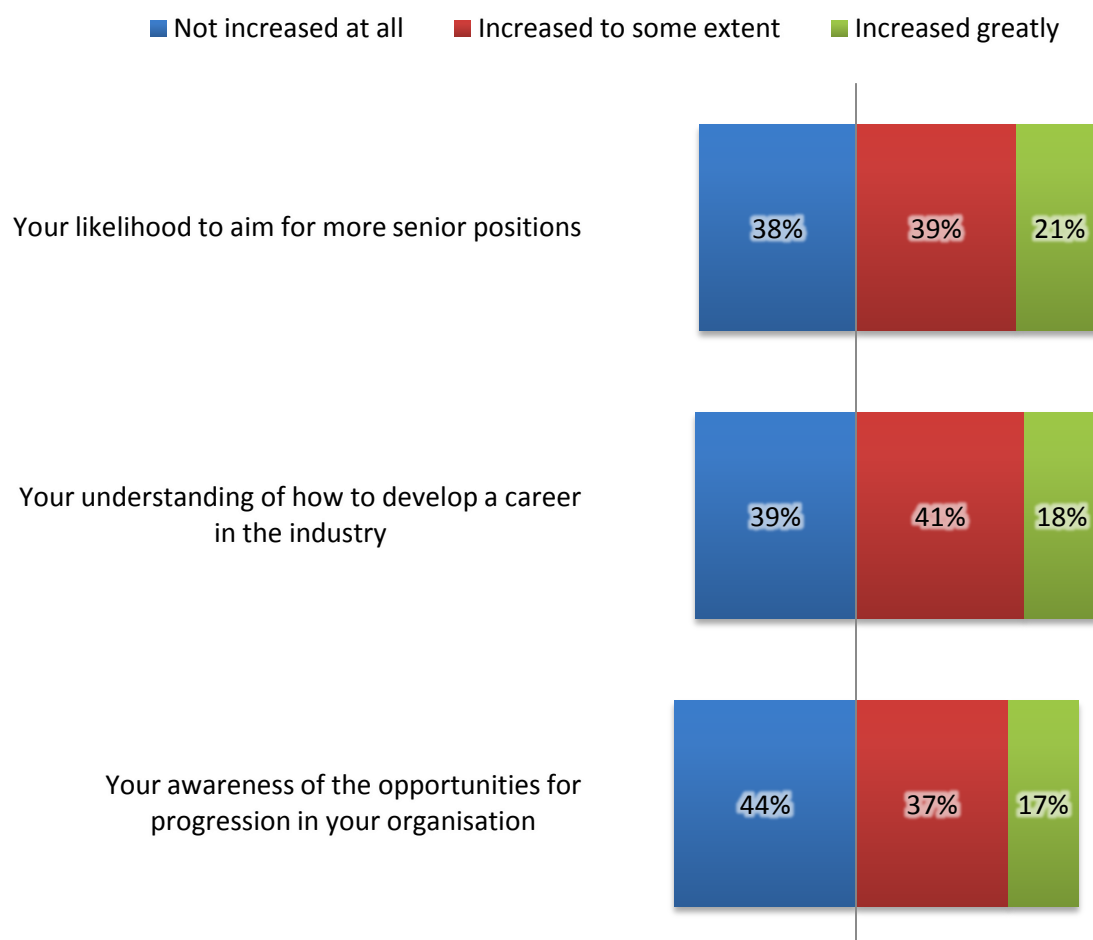
More than half of participants agree that following their participation in Phase 3 of WWSPI they have increased their opportunities for further career development in the future (54%) and just under half believe it has led to an expansion of their current role, including more responsibility and/or new duties (45%). Around a third of participants are also positive that there is now a stronger possibility of a promotion (32%) or that opportunities for increasing their pay are now greater (30%).

### **9.2.3 Changes in attitudes towards career development/progression**

Overall nearly 9 in 10 participants in Phase 3 have experienced an increase in at least one of the aspects relating to career progression and therefore improved their attitude towards longer term career progression as a result of the training initiative (86%; 87% in Phase 2).

Three-fifths of Phase 3 participants their participation in WWSPI has increased their likelihood to aim for more senior positions (60%; 57% in Phase 2). A similar proportion have increased their understanding of how to develop a career in their industry (59%; 62% in Phase 2) and over half have experienced an increased awareness of the opportunities for progression with their organisation (54%; 53% in Phase 2).

**Figure 55: Success of the programme in improving participants' attitudes towards career progression (All participants)**



Unweighted bases: Phase 3 = 1060

Participants from Asset Skills are especially likely to say their awareness of the opportunities to progress in their organisation have increased (60%; 46% on average) and their understanding of how to develop a career in the industry (71%; 59% on average).

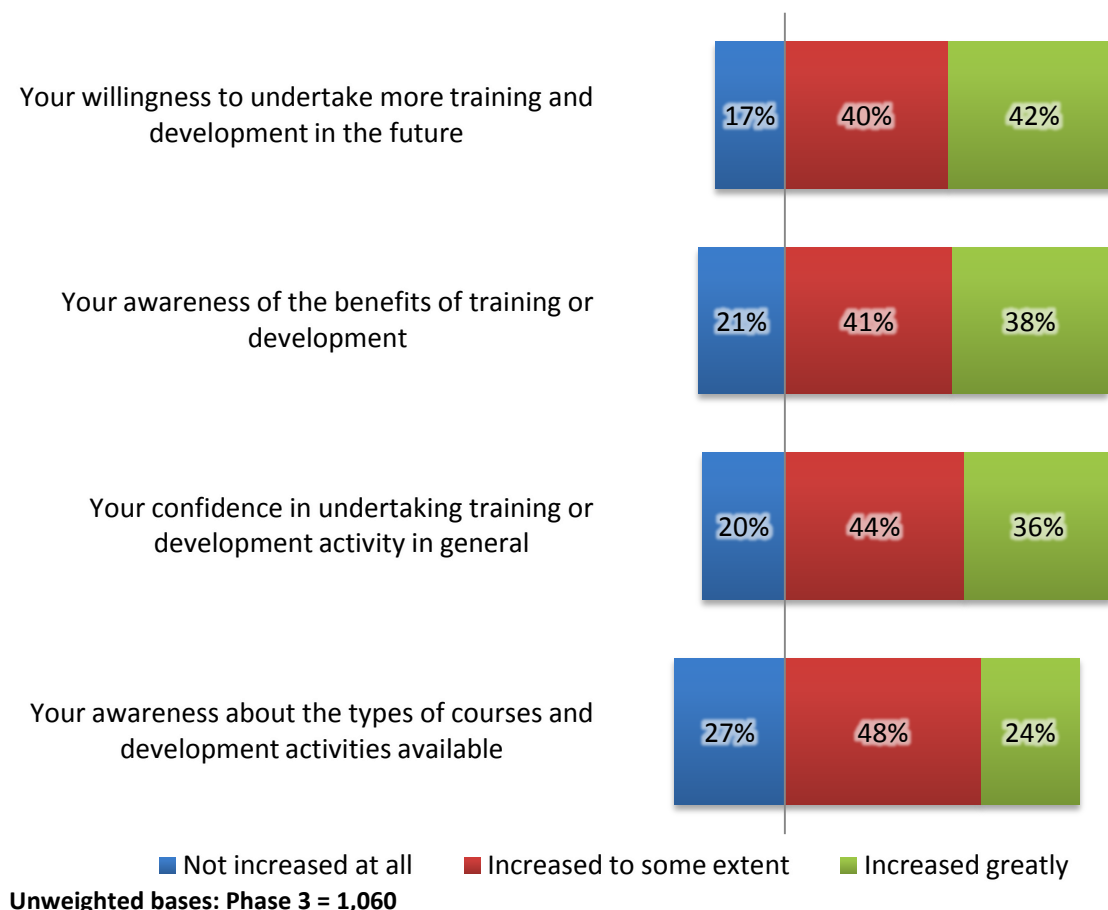
#### 9.2.4 Changes in attitudes towards training and development

For the vast majority of participants the WWSPI has also positively influenced their attitudes towards training. Overall 9 in 10 Phase 3 participants have gained a more positive attitude towards training as a result of the initiative, with 90% experiencing an increase in at least one of the statements in Figure 56 relating to training and development (89% in Phase 2).

At least 8 in 10 Phase 3 participants say the initiative has increased their willingness to undertake more training and development in the future (82%; 79% in Phase 2), increased their confidence in undertaking training or development activity in general (80%; 76% in Phase 2) and increased their awareness of the benefits of training and development (79%; 75% in Phase 2). For nearly three-quarters their awareness of the

types of courses and development activities available has increased (72%; 68% in Phase 2).

**Figure 56: Success of the programme in improving participants' attitudes towards training (All participants)**



### 9.2.5 Changes in attitudes towards women in the industry

Having taken part in the WWSPI, a third of all Phase 3 participants say they *do feel differently* about the opportunities available to women in *their industry* or in industry in general (32%; 31% in Phase 2). Where this is the case, virtually all say they now feel more positive about the opportunities available to women (96%; 93% in Phase 2). Overall therefore, for 31% the initiative has led to a positive change in terms of the opportunities they believe are available for women in their industry or industry in general.

Thinking about *their organisation* and having taken part in the initiative, over a fifth of Phase 3 participants say they now feel differently about the opportunities available to women within their organisation (22%; the same proportion as in Phase 2), and this proportion is fairly consistent across all SSCs, increasing to 30% amongst Asset Skills participants. Once again where this is the case virtually all say they now feel more positive about the opportunities available to women within their organisation (92%; 97% in Phase 2), with two-fifths feeling a lot more positive (40%). Of all those in employment when they started their initiative therefore, for 1 in 5 the WWSPI has



resulted in a positive shift, in terms of the opportunities they believe are available for women within their organisation (21%; the same proportion as in Phase 2).

Prior to the Phase 3 initiative 8 in 10 women would have been likely to recommend working in their industry to other women with similar interests as them (79%; 80% in Phase 2), with over a quarter being very likely to do so (29%).

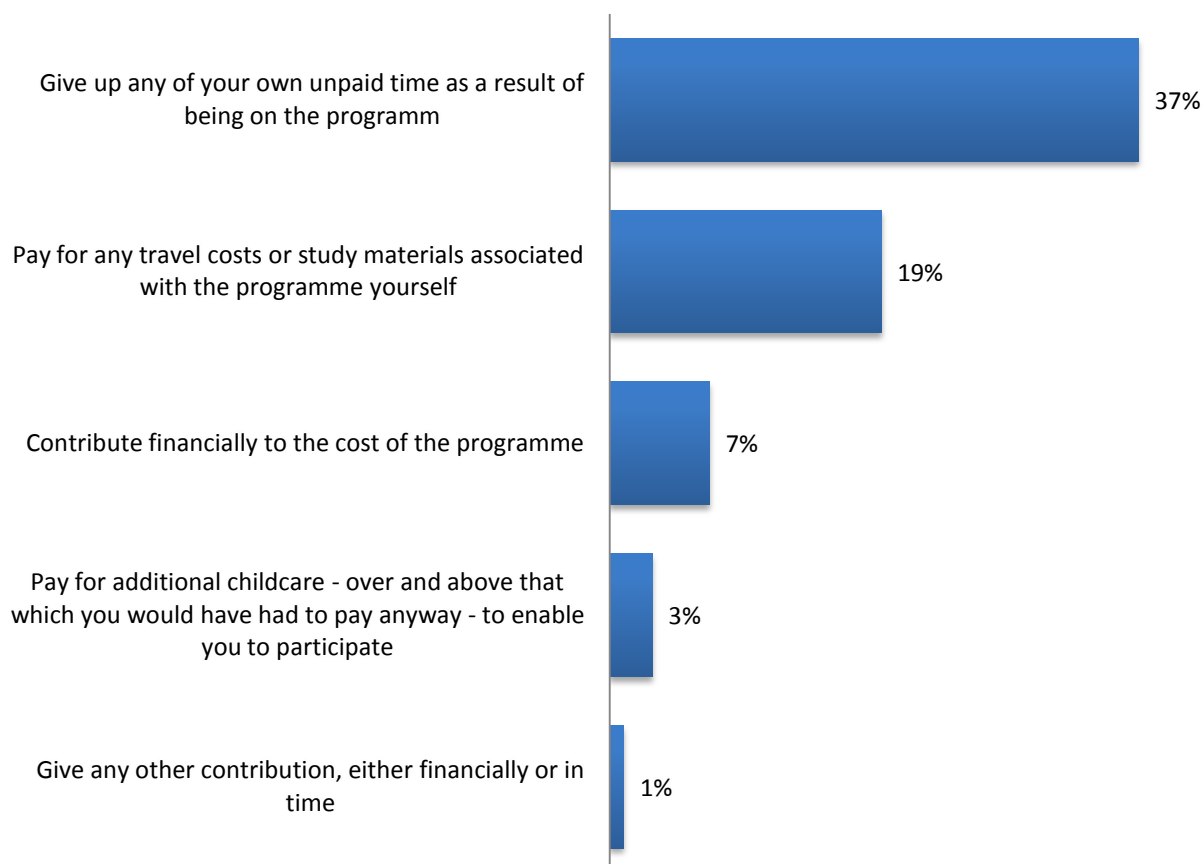
As a result of taking part in the WWSPI half say they would now be more likely to recommend working in their industry to other women (51%; 49% in Phase 2), with a quarter being a lot more likely to do so (25%). For more than two-fifths the initiative has made no difference to their likelihood to recommend their industry to other women (44%), and just 2% say they would be less likely to recommend their industry to others.

Of all the SSCs, participants from Asset Skills (60%) and Lantra (58%) are most likely to say that the initiative has had a positive impact on their likelihood to recommend the industry to other women (compared with 51% on average).

### **9.2.6 Value for money**

Overall, just 7% of all Phase 3 participants contributed financially towards the cost of the WWSPI (6% in Phase 2). Nearly 1 in 5 paid for any travel costs or study materials associated with the programme (19%; 17% in Phase 2) and nearly two-fifths of all the WWSPI participants have given up unpaid time as a result of being on the programme (37%; the same proportion as in Phase 2).

**Figure 57: Contributions made by participants towards the programme (All participants)**



**Unweighted bases: Phase 3 = 1060**

Amongst Lantra participants, as in Phase 2, each of these proportions is significantly higher than for all other SSCs. One fifth of Lantra participants contributed financially towards the cost of the programme (18%; 7% on average), two-fifths paid towards travel and study materials (41%; 19% on average) and two-thirds have given up unpaid time (68%; 37% on average).

Encouragingly where participants have made some form of financial contribution virtually all believe that being involved with the initiative represents good value for money (94%; 92% in Phase 2 and Phase 1). This high level of satisfaction is also evident within Lantra SSC, where participants are most likely to have contributed in some way, with 97% of Lantra participating agreeing that their contribution represents very or fairly good value for money.

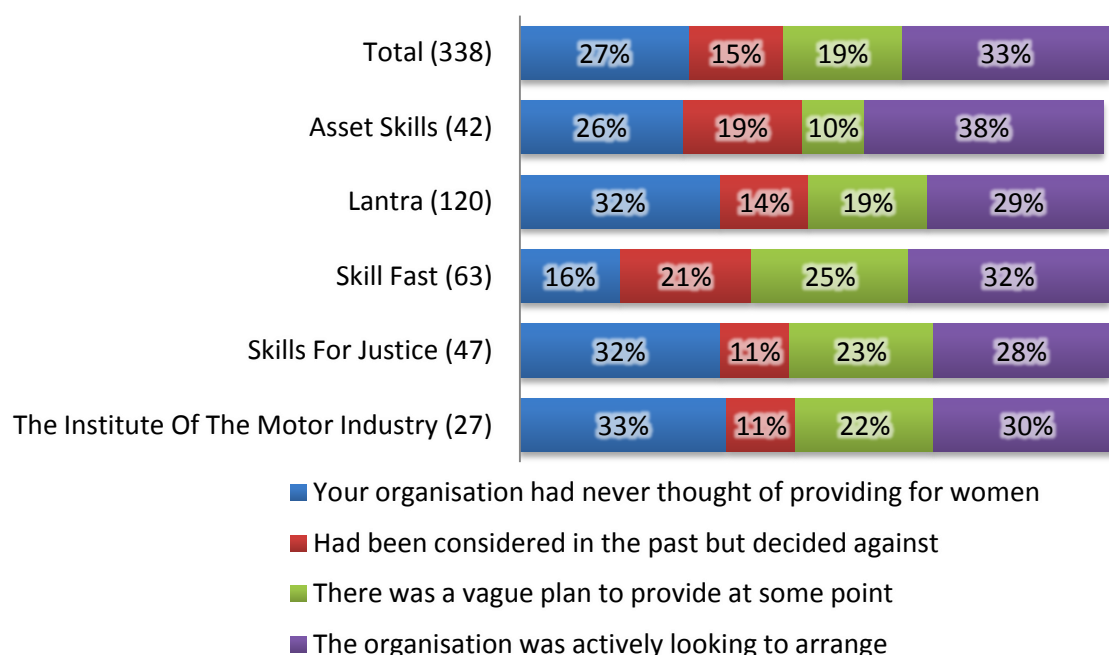
## 10 Additionality and Further Learning

This chapter focuses on the ‘additionality’ gained from the WWSPI in terms of the employers and participants that may not otherwise have benefitted had it not been for the existence of the WWSPI. The chapter also looks at participation in further learning since finishing the WWSPI. Consistent with the previous chapters results for employers are presented first, followed by participants.

### 10.1 Employers

For over a quarter of employers the type of training and development activity provided by the WWSPI was something that their organisation had never thought of providing for women (27%; 31% in Phase 2 and 40% in Phase 1). For a further 15% such activity had been considered but had been decided against. One fifth had a vague plan to provide such activity at some point (19%) and just a third had any definite plans and were already actively looking to arrange such training (33%).

**Figure 58: Whether the type of training and development provided by WWSPI was something the organisation was already considering (All employers in total and for the 5 SSCs that have large enough bases sizes for analysis)**



Figures in parentheses are unweighted bases

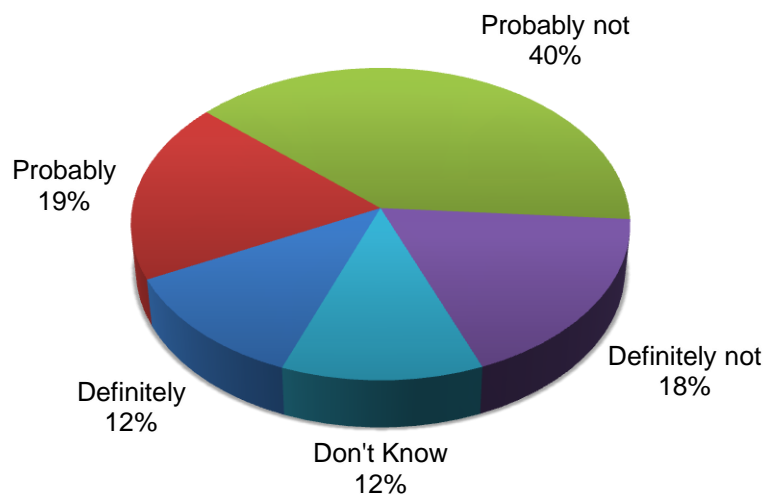
Of the employers that already had vague or more definite plans for this type of training over half (55%) say their training would have been provided to the same number of women, but nearly a quarter admit that had the WWSPI training via their SSC not been available, they would have provided training to fewer women (23%; 28% in Phase 2). Amongst those who would have offered training to fewer women, on average this would have meant only 6% of those who did participate in the initiative receiving this form of training. Therefore more than 9 in 10 would not have received training had it not been for the WWSPI (94%).

Over half of employers that had vague or definite plans to provide the type of training and development offered by the WWSPI say if they had done so it would have been at a later time than when WWSPI took place (54%; 50% in Phase 2), while for nearly two-fifths it would have been at about the same time (37%), and for a very small minority sooner (3%).

In terms of the actual courses or activities 1 in 4 employers that would have delivered the training via another route (24%; 16% in Phase 2) believe this alternative approach would have been narrower/more restricted, whereas for the majority it would have been about the same (63%) and for small proportion broader (i.e. covered more ground or been accredited at a higher level) (8%).

Had they not become involved with the WWSPI the majority of employers believe they would either probably or definitely not have taken any steps within their organisation to increase employment and prospects for women (58%; 66% in Phase 2). The WWSPI has therefore played a key role within this significant proportion of employers in enabling this positive action.

**Figure 59: Whether the organisation would have taken any steps to increase employment and prospects for women had they not become involved with WWSPI (All employers)**



Unweighted bases: Phase 3 = 338

For the employers that would have taken steps to increase employment and prospects for women anyway (31%) this is most likely to have involved offering more training generally (23%); looking for other/more external training (9%); advertising more/raising awareness (7%); focusing on recruitment methods (7%) and offering equal opportunities training (7%).

Overall just under half of all employers believe their involvement with the WWSPI has accelerated progress in terms of female employment and improving prospects for women within their organisation (45%; 46% in Phase 2).

Since becoming involved with the WWSPI 1 in 7 employers have become involved with other skills and development programmes (15%; 21% in Phase 2). The programmes they have become involved with are wide-ranging, with 73% of these

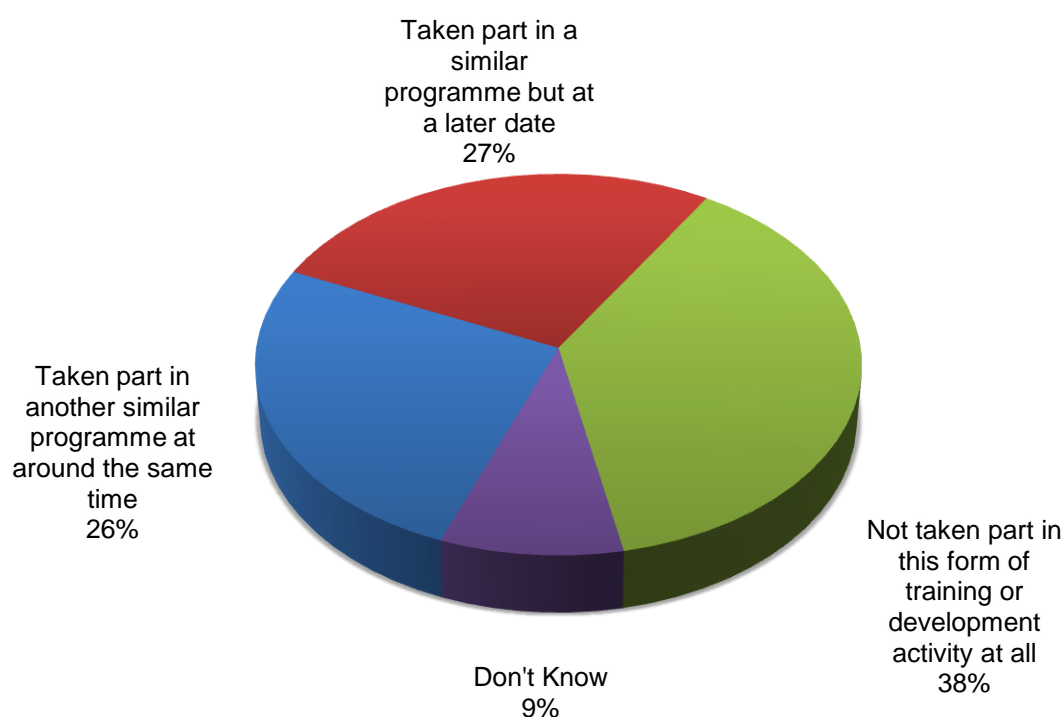
employers involving their organisation in NVQ programmes, half involving themselves in Train to Gain (49%), nearly half becoming involved with government-supported apprenticeships (45%) and a quarter that have involved themselves in Business Link (25%).

## 10.2 Participants

### 10.2.1 Additionality

Had it not been for the WWSPI, nearly two-fifths of Phase 3 participants would not have taken part in this form of training or development activities at all (38%), which is an increase on Phase 2 (32%). More than a quarter of participants might have done so but at a later date (27%; 29% in Phase 2). Therefore for two-thirds of Phase 3 participants the WWSPI has created training and development opportunities that were either not available at all or has brought forward their decision to undertake learning (65%).

**Figure 60: Likelihood of other training participation if they'd not undertaken the WWSPI (All participants)**



Unweighted bases: Phase 3 = 1060

### 10.2.2 Further learning

More than a fifth of the WWSPI participants from Phase 3, in aggregate, have taken up (16%) or registered to take up other learning (6%) since participating in the initiative (22% in total; 26% in Phase 2).

Skills for Justice and SEMTA participants are most likely to have already registered for further learning (29% in each case; 16% on average).

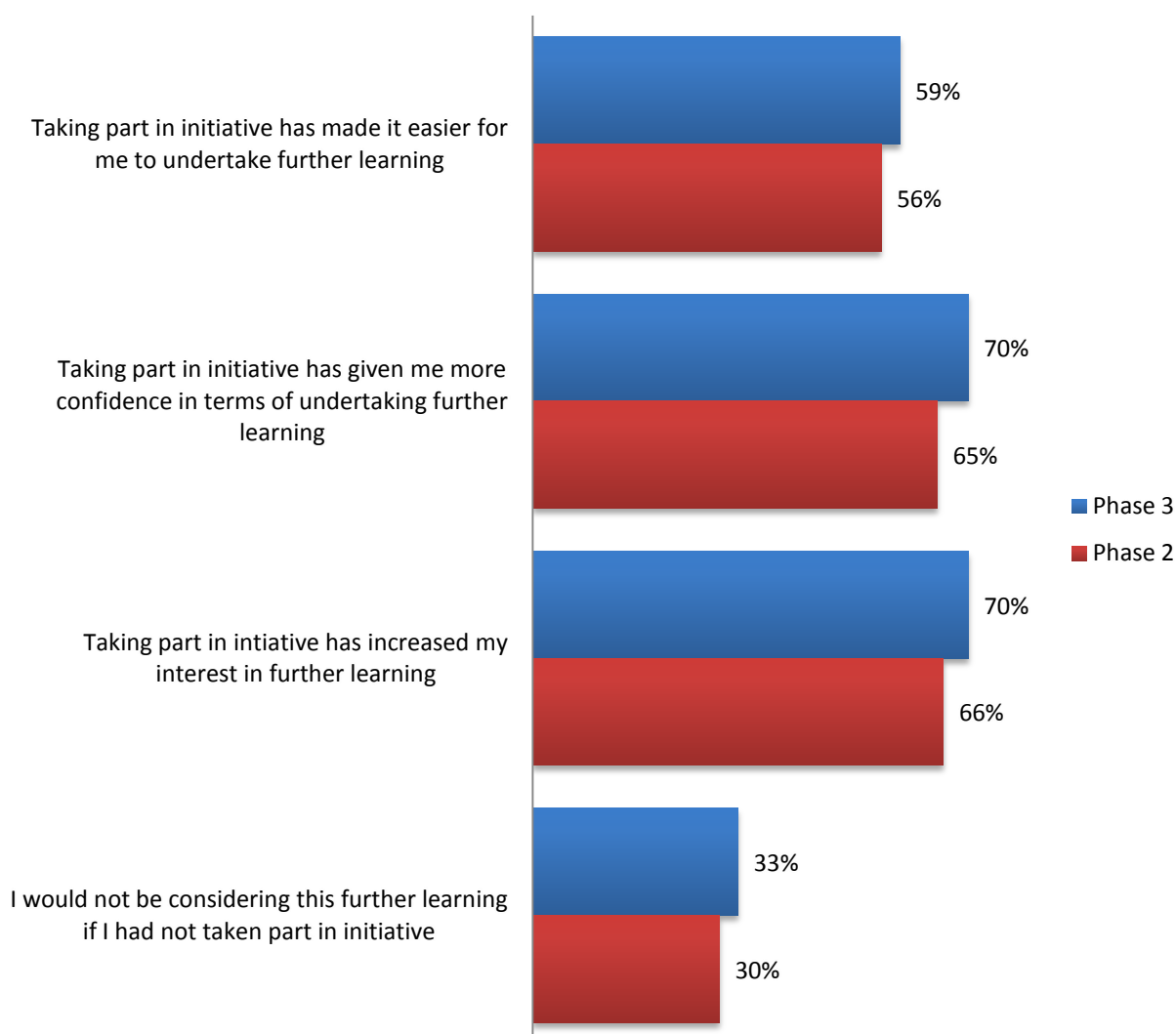
Where participants have not already taken up or registered for further learning, the majority say they are likely to (64%; 62% in Phase 2).

For those who have already taken up further learning or are likely to two-thirds say this will be training or learning as part of their job (67%; 65% in Phase 2), for 1 in 7 it will be outside of work (14%; 17% in Phase 2) and for a slightly higher proportion it will involve both (19%; 17% in Phase 2).

The initiative has given the majority of Phase 3 participants a more positive outlook in terms of further learning and development. Over half of Phase 3 participants agree that the initiative has made it easier for them to undertake further learning (59%; 56% in Phase 2) and more than two-thirds agree that it has given them more confidence (70%; 65% in Phase 2) and increased their interest in doing so (70%; 66% in Phase 2).

A third of Phase 3 participants would not be considering any further learning if they had not taken part in the initiative (33%; 30% in Phase 2).

**Figure 61: Impact of the initiative on participants' likelihood of further learning (All Phase 2 and Phase 3 Participants)**



Unweighted base = Phase 2 = 916 and Phase 2 Follow-ups = 152

Participants from Asset Skills are especially likely to agree that the initiative has made it easier for them to undertake further learning (76%; 59% on average) and also most likely to say they would not be considering this further learning had they not been involved with the WWSPI (46%; 33% on average).

The initiative has again been particularly influential on participants that held no qualifications when they started. Half of Phase 3 participants who held no qualifications when they started on the initiative say they would not be considering this further learning had they not taken part in the WWSPI (52%; 33% on average). While non-white participants are significantly more likely to state that this is the case (52%) than white participants (31%).

Overall the programme has resulted in a positive impact on take up of further training or learning for 95% of all participants (compared with 96% in Phase 2), either because they have already taken up or registered further learning/training, they are likely to, or their participation in the programme resulted in a positive change in their interest, confidence and ease with which they can access further training.

Where participants have not undertaken further learning or training or are not planning to the main reasons are to do with being too busy/having no time (15%), that they've already achieved the highest qualification possible/done enough training (9%), financial reasons (7%), there's no training required for their present job role (6%), that they haven't had the opportunity (6%), they're near retirement age (6%), that they consider themselves too old to learn (5%) or that they do not see what the benefits are (5%).

Should the opportunity for further learning or training through WWSPI become available more than 8 in 10 Phase 3 participants say they would be likely to participate (85%), with half very likely (51%).



## 11 Key Measures by SSC

This section of the report provides a brief summary of the key measures from the surveys amongst employers and participants by SSC.

### 11.1 Employers

Due to the relatively small base sizes for a number of SSCs in the employer survey the table below focuses on the five SSCs that have the most robust base sizes for analysis.

	SSC					
	Total	Asset Skills	Lantra	Skill Fast	Skills for Justice	IMI
% who had dealt with their SSC prior to participation	27%	12%	25%	17%	23%	37%
% who had a training budget	69%	71%	54%	56%	94%	67%
% who had a training plan	69%	90%	50%	49%	87%	85%
% that had never thought of/never planned to arrange similar training before involvement	42%	45%	46%	37%	43%	44%
% who found content of initiative very or fairly flexible	71%	76%	78%	79%	60%	70%
% whose participants achieved at least one hard outcome	83%	86%	82%	79%	74%	96%
% who were very or fairly satisfied	96%	98%	98%	94%	98%	93%
% who would proactively recommend or be positive if asked by other employers	95%	100%	94%	97%	98%	85%
% who are very or fairly positive about working with SSC again in the future	94%	98%	92%	98%	98%	89%
<b>Unweighted Bases</b>	<b>338</b>	<b>42</b>	<b>120</b>	<b>63</b>	<b>47</b>	<b>27</b>

## 11.2 Participants

The table on participants below includes all SSCs that have a large enough base size for analysis.

	SSC									
	Phase 3 Total	Asset Skills	Construction Skills	EU Skills	Lantra	People 1st	SEMTA	Skill Fast	Skills For Justice	The Institute Of The Motor Industry
% who were very or quite satisfied with the programme	89%	93%	80%	82%	96%	90%	85%	92%	89%	85%
% who would be very or fairly positive about recommending	89%	93%	81%	83%	97%	90%	88%	91%	90%	79%
% with at least one hard outcome	93%	98%	88%	94%	94%	100%	88%	89%	93%	89%
% who would not have had the opportunity to participate in a similar programme	38%	31%	43%	27%	42%	42%	46%	38%	43%	47%
% who felt very or quite supported during programme	81%	92%	73%	70%	90%	90%	88%	77%	73%	72%
% whose likelihood of aiming for more senior positions has increased greatly	21%	23%	19%	19%	28%	31%	15%	21%	13%	16%
% whose confidence in undertaking training or development activities has increased greatly	36%	48%	29%	33%	40%	38%	19%	40%	21%	34%
Unweighted Bases	1060	130	132	153	180	29	52	136	122	119

## 12 Phase 2 Follow-Up Evaluation

### 12.1 Introduction

An additional part of this evaluation involved 152 follow up telephone interviews with participants from the Phase 2 evaluation that had agreed to be contacted for further research. The Phase 2 Follow Up sample was weighted so that it was representative of the views of participants taking part in Phase 2 as a whole. A table summarising the achieved sample profile can be found in Annex 2.

The Phase 2 WWSPI ran from April 2008 to March 2009, therefore with the follow up interviews taking place in July/August 2010 this evaluation was focussed on the benefits and impacts that their participation in the initiative has had on them some 18 months since their original involvement with it, and 6 months on since they took part in the main Phase 2 evaluation which took place in December 2009/January 2010.

This section of the report presents the detailed findings amongst these Phase 2 participants, starting with an executive summary.

### 12.2 Executive Summary

Follow up interviews with participants from Phase 2 reveals that more than 6 months on since the main Phase 2 evaluation the impacts and benefits achieved from the initiative have been maintained and in some cases are evident to an even greater extent.

- The vast majority of participants followed up from Phase 2 of the WWSPI are still economically active, with 92% working for an employer and a further 3% self-employed.
- Retention by their employers is extremely high, with 98% of all participants in employment still working for the same employer they were with when they started on the initiative.
- Amongst participants working for the same employer as when they started on the initiative around a third now feel more positive about the opportunities available to women within their organisation and two-thirds are now more confident in their job.
- More than half of participants recognise that since taking part in the initiative the investment their employer has made in them has increased (56%), and two-thirds of participants are now more confident in their job (66%).
- Compared with when they were last interviewed the proportion that would now be more positive about recommending WWSPI (24%), far outweighs the proportion that say they would now be more negative (4%).
- Eighteen months since Phase 2 finished the benefits in terms of improved skills are still being felt, and in a number of cases more so than when these individuals were first interviewed. The proportions between the main Phase 2 evaluation and the Phase 2 follow ups have increased particularly for

confidence (up 6%), ability to use numbers (up 7%), IT (up 7%) and language effectively (up 6%).

- The majority of Phase 2 follow up participants also remain positive with regard to their attitude towards their employer, particularly in terms of their likelihood to remain at their organisation. Two-thirds believe their involvement with Phase 2 of WWSPI has increased their likelihood of remaining with their current employer (66%).
- In terms of their attitudes towards career progression once again at least half remain positive about the impact WWSPI has had. Half (50%) are more likely to aim for senior positions.
- In terms of hard outcomes, two-fifths (40%) have gained a full or partial qualification and a similar proportion (39%) have achieved the experience or skills to access other training not leading to a qualification. A quarter have started working towards a qualification, and in total more than three-fifths (62%) have achieved a hard outcome related to qualifications.
- More than half of participants followed up from Phase 2 (55%) have progressed in terms of a hard outcome relating to employment. The proportion achieving a promotion has increased since the main Phase 2 evaluation. There has also been a positive trend in terms of pay rises; a third of all follow up participants (32%) have achieved a pay rise which is due to WWSPI to some degree, compared with 14% of all participants at the time of the main Phase 2 evaluation.
- More than a third of follow up participants from Phase 2 (37%) agree that the opportunities for increasing their pay are now greater and there is a stronger possibility of promotion now. Over half (58%) agree that WWSPI has increased the opportunities for further career development in the future and just under half (46%) agree that their participation had led to an expansion in their current role, including more responsibility and/or new duties.
- A quarter of follow up participants (25%) have taken up further learning since participating in the initiative and a further 8% have registered for other learning but not started yet. A third of those in employment (34%) do not believe, or are not sure, that their employer would be arranging/funding further learning had it not been for WWSPI.
- Should the opportunity for further learning or training as part of the WWSPI become available more than 8 in 10 participants say they would be very or quite likely to take part (83%), with more than half very likely (52%).

## 12.3 Current Status

Encouragingly the vast majority of participants followed up from Phase 2 of the WWSPI are still economically active, with 92% working for an employer and a further 3% self-employed.

Retention by their employers is extremely high amongst the Phase 2 follow up participants, with 98% of all participants in employment still working for the same employer they were with when they started on the initiative. This retention rate is high given the average rate of employee turnover is 15.7% per annum in the UK, with just 24% remaining in the same job for 5 or more years.<sup>12</sup>

More than half of all participants consider that since taking part in the initiative the investment their employer has made in them has increased (56%).

Amongst participants working for the same employer as when they started on the initiative nearly a third now feel differently about the opportunities available to women within their organisation (31%), with virtually all of these participants now feeling more positive (98%).

When asked directly about their job now, compared with before the training, whether they now feel more confident, less confident or about the same, two-thirds of participants said they are now more confident in their job (66%), the remaining third are about the same (34%), and no one is less confident.

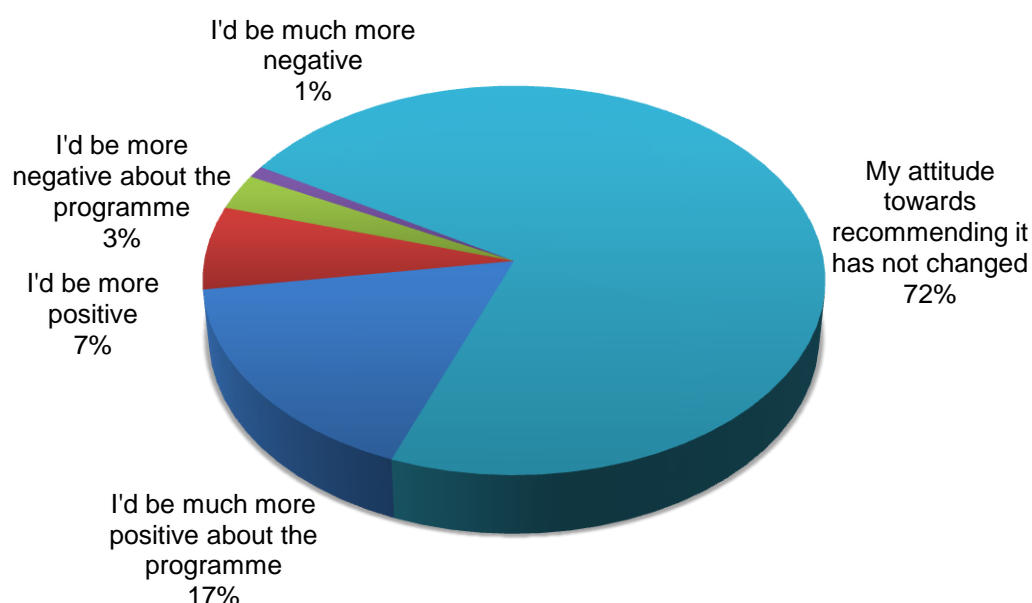
## 12.4 Attitudes towards WWSPI

Compared with when they were last interviewed around three-quarters of participants say their attitude towards recommending WWSPI to other women has not changed (73%), while the proportion that would now be more positive about recommending the programme (24%), far outweighs the proportion that say they would now be more negative (4%).

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<sup>12</sup> CIPD Recruitment Retention and Turnover Survey 2009

**Figure 62: How participants' attitudes towards recommending WWSPI to other women have changed compared with when they were last interviewed (All Phase 2 Follow Up Participants)**



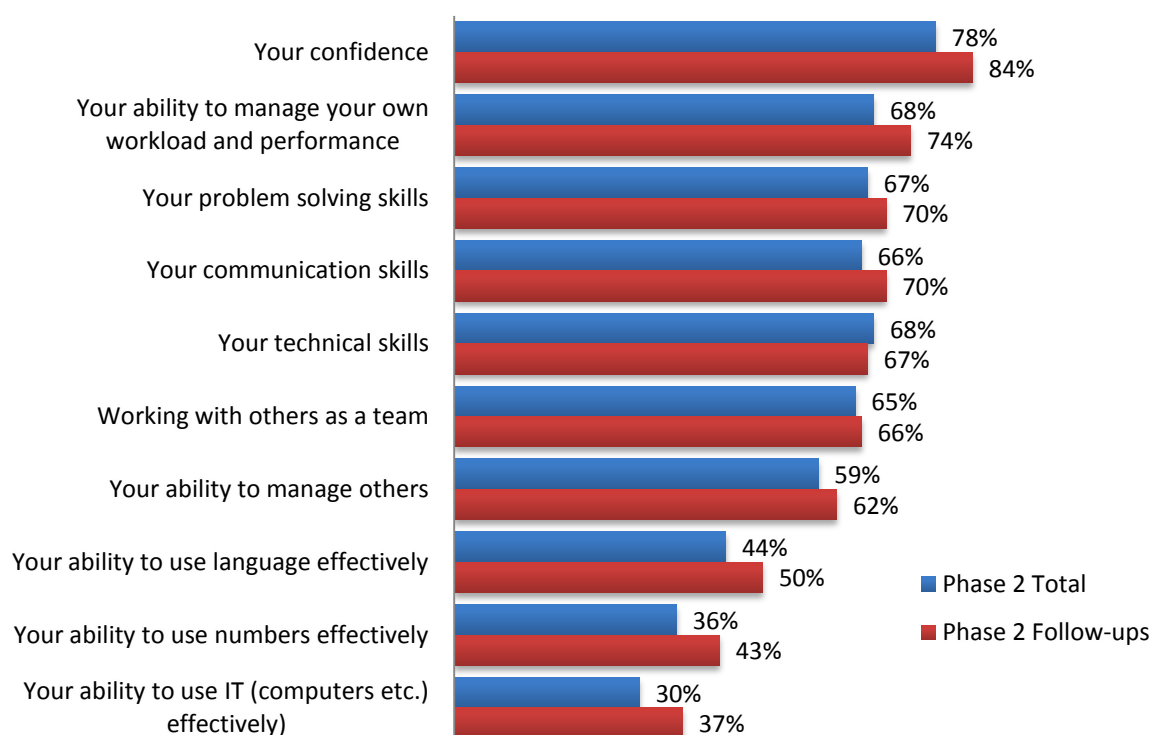
Unweighted base = Phase 2 = 916 and Phase 2 Follow-ups = 152

## 12.5 Benefits achieved from the initiative

### 12.5.1 Skills and abilities improved

Following up with Phase 2 participants highlights that the skills and abilities improved by participants in WWSPI Phase 2 of the programme, are enduring and long-lasting. With the exception of technical skills (which is down by just 1%, between the Phase 2 main evaluation and the Phase 2 follow-ups), the proportions of Phase 2 follow up participants that say they have improved in each skill area is higher than the proportions recorded amongst participants in the main Phase 2 evaluation. Eighteen months on the benefits in terms of improved skills are still being felt, and in some cases to an even greater extent than when these individuals were first interviewed. Figure 64 summarises the proportions agreeing that each skill area has improved greatly or to some extent as a result of WWSPI, for the main Phase 2 evaluation, and then the participants followed up from Phase 2. The proportions between the main Phase 2 evaluation and the Phase 2 follows ups have increased particularly for confidence (up 6%), ability to use numbers (up 7%), IT (up 7%) and language effectively (up 6%).

**Figure 63: Proportion of participants that say they have improved in each skill area either greatly or to some extent (All participants)**

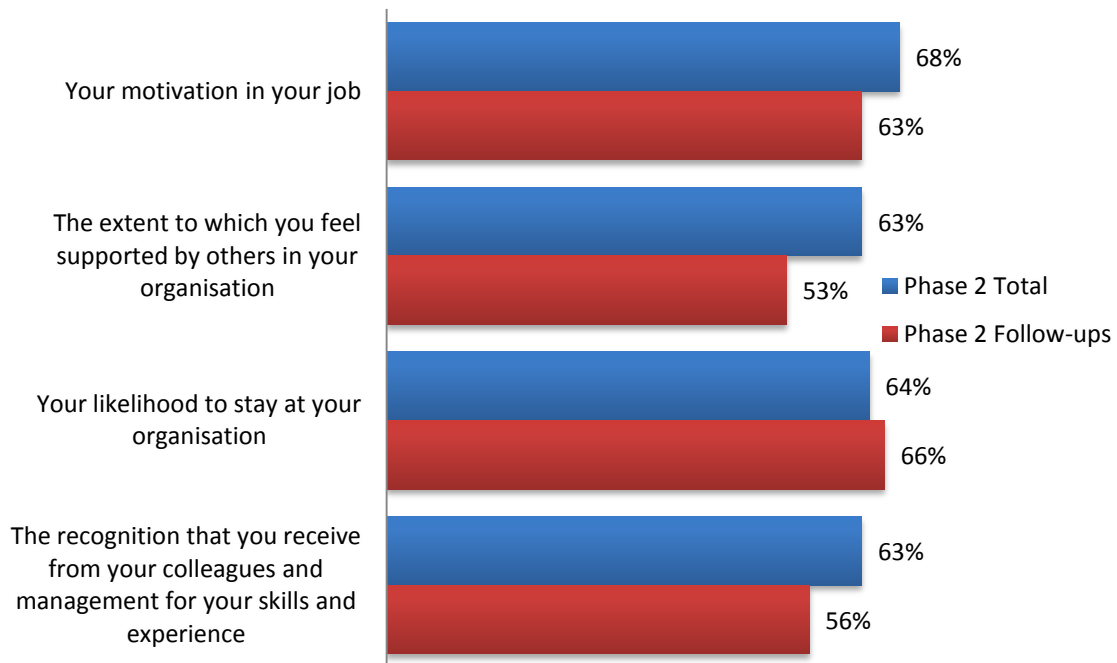


Unweighted base = Phase 2 = 916 and Phase 2 Follow-ups = 152

### 12.5.2 Changes in attitudes towards their job/employer, career progression, training and their industry

The majority of Phase 2 follow up participants also remain positive with regards to their attitude towards their employer, following their involvement in WWSPI, and particularly their likelihood to remain at their organisation. Two-thirds believe their involvement with Phase 2 of WWSPI has increased their likelihood of remaining with their current employer (66%). This proportion is marginally higher than in the main Phase 2 evaluation (64%), as can be seen in Figure 65.

**Figure 64: Proportion of participants that say their attitudes towards their employer/job have increased either greatly or to some extent (All participants)**

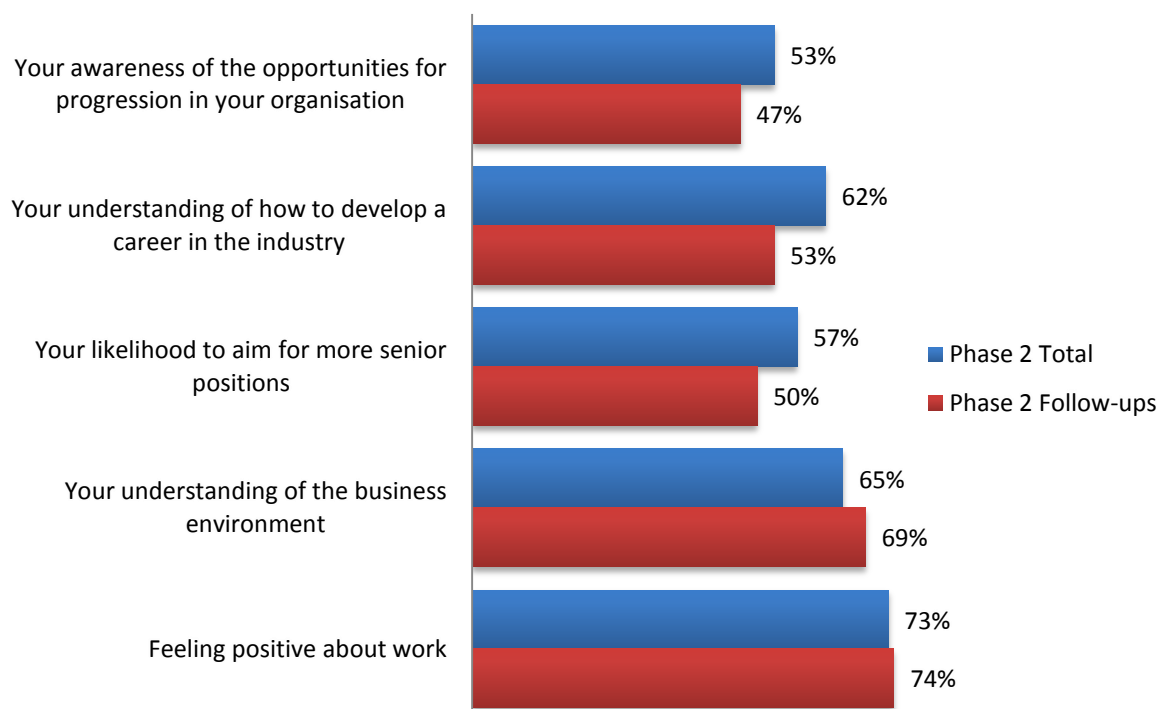


**Unweighted base = Phase 2 = 916 and Phase 2 Follow-ups = 152**

In terms of their attitudes towards career progression once again around half or more remain positive about the impact WWSPI has had, as Figure 66 highlights. Three-quarters of participants (74%) believe Phase 2 of the initiative has still helped them to remain positive about work and more than two-thirds (69%) believe WWSPI has increased their understanding of the business environment.



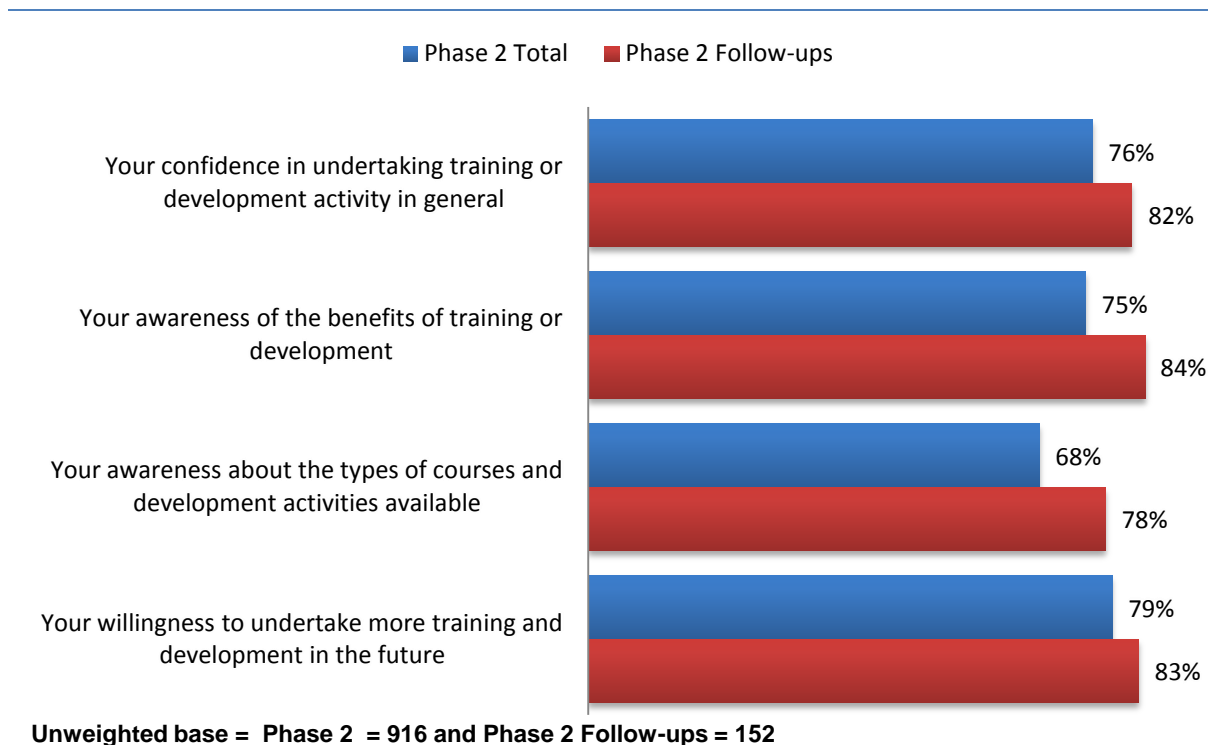
**Figure 65: Proportion of participants that say their attitudes towards career progression have increased either greatly or to some extent (All participants)**



**Unweighted base = Phase 2 = 916 and Phase 2 Follow-ups = 152**

In terms of further training and development participants from Phase 2 six months on are more positive than they were before on all four measures. More than three-quarters (78%) believe their awareness about the types of courses and development activities available has increased, and more than 8 in 10 say their confidence in undertaking training and development (82%), their awareness about the benefits of training and development (84%) and their willingness to undertake more training and development (83%) have all increased greatly or to some extent as a result of WWSPI.

**Figure 66: Proportion of participants that say their attitudes towards training and development have increased either greatly or to some extent (All participants)**



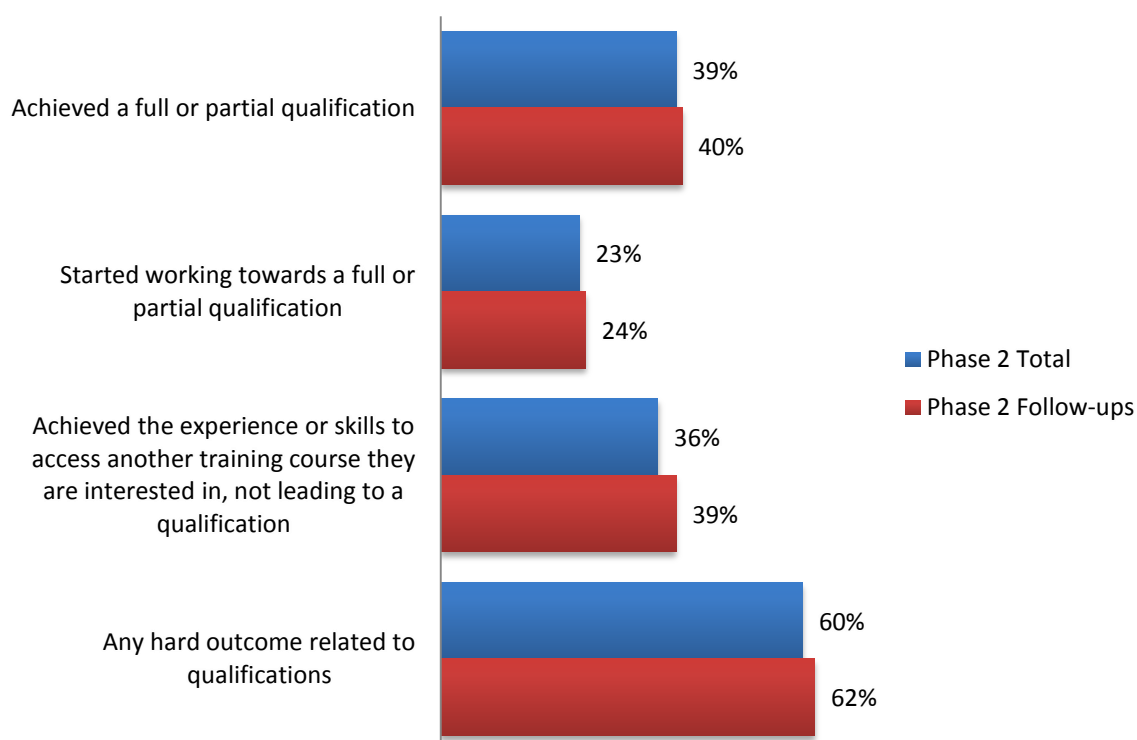
## 12.6 Hard outcomes

### 12.6.1 Qualification outcomes

Two-fifths have gained a full or partial qualification as a result of their participation in Phase 2 of WWSPI (40%) and a similar proportion have achieved the experience or skills to access other training not leading to a qualification (39%). A quarter of participants have started working towards a qualification.

In total just over 6 in 10 have achieved a hard outcome related to qualifications (62%), which is marginally higher than at the time of the main Phase 2 evaluation (60%).

**Figure 67: Qualification outcomes from participation in Phase 2 (All participants)**



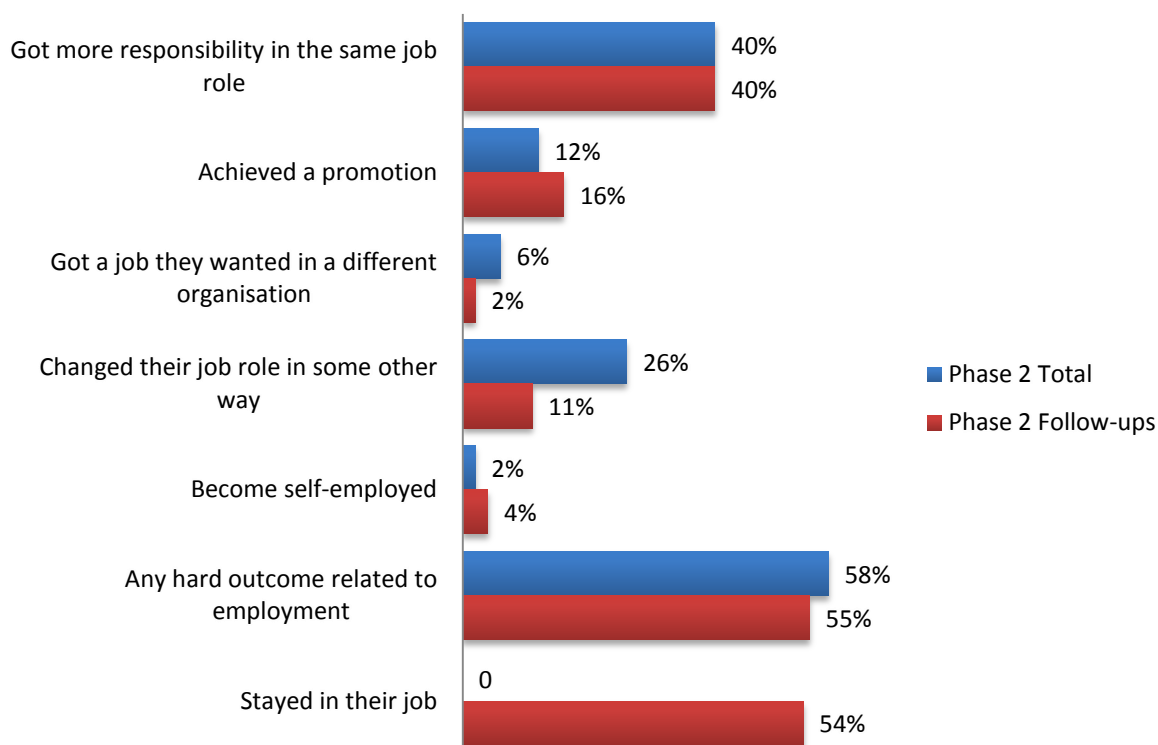
Unweighted base = Phase 2 = 916 and Phase 2 Follow-ups = 152

Where each of the outcomes have not already been achieved:-

- 29% think it likely they will gain a full or partial qualification
- 38% consider it likely they will start to work towards a qualification
- 35% think it's likely they will gain the experience or skills to access another training course they are interested in that does not lead to a qualification

### 12.6.2 Employment outcomes

More than half of participants followed up from Phase 2 have progressed in terms of a hard outcome relating to employment as a result of them having taken part in the WWSPI (55%). This proportion is marginally below the level reported in the main Phase 2 evaluation (58%). However the main driver of this reduction is the fall in the number of participants reporting their job role has changed in some other way. As we have commented with regard to the findings for the Phase 3 evaluation; due to the current and ongoing economic situation this may well be a reflection of the fact that there are fewer opportunities around to change job role. More positively however, the proportion achieving a promotion has increased since the main evaluation as Figure 69 highlights.

**Figure 68: Employment outcomes from participation in Phase 2 (Phase 2 Follow Up Participants)**

Unweighted base = Phase 2 = 916 and Phase 2 Follow-ups = 152

Where each of the outcomes have not already been achieved some participants believe that it has increased the likelihood of the outcomes at some point in the future:

- 24% say it's more likely they will get a promotion
- 18% think it's more likely they will get more responsibility in the same job role
- 19% think it more likely they'll change their job role in some other way
- 42% think it more likely they will get a job they want in a different organisation
- 16% think it more likely they will become self-employed

Half of all Phase 2 follow ups say they have increased their personal income since they took part in the initiative (50%), and of these, two-thirds say that being involved with the initiative has contributed at least a bit to this increase (65%), including 11% that say they wouldn't have had an increase otherwise. These proportions compare favourably with the main Phase 2 evaluation, some 6 months earlier, when just over a quarter of participants said their personal income had increased (28%), of which just over half said the WWSPI initiative had contributed to in some way (52%). This equated to 14% of all participants gaining a pay rise due to WWSPI, compared with 32% amongst the Phase 2 follow up participants.

In the majority of cases where a pay rise has been experienced it has been in line with what participants expected (62%) and in a fifth of cases it was more than expected (20%) whilst fewer cases less (13%).

The proportion achieving pay increases does however seem to be significant especially in light of the current economic situation. Indeed two-fifths of participants currently in employment say their employer has implemented a pay freeze in the last 12 months (41%) and for a further 9% their employer has placed a limit on pay increases.

### 12.6.3 Increased opportunities

In terms of other opportunities that participation in WWSPI has opened up, more than a third of follow up participants from Phase 2 agree that the opportunities for increasing their pay are now greater (37%), and a similar proportion believes there is a stronger possibility of promotion now (35%).

Over half of participants in employment agree that WWSPI has increased the opportunities for further career development in the future (58%) and just under half agree that their participation had led to an expansion in their current role, including more responsibility and/or new duties (46%).

## 12.7 Additionality and Further Learning

A quarter of follow up participants have taken up further learning since participating in the initiative (25%), and a further 8% have registered for other learning but not started yet. In four-fifths of cases this further learning that has been started or registered for has been funded or arranged by their employer (83%), and in a third of these cases the participants do not believe, or are not sure, that their employer would be arranging/funding further learning had it not been for WWSPI (34%).

Of the participants that have started further learning in more than three-fifths of cases this further learning is working towards a qualification or they have already achieved a qualification (63%). In terms of the NVQ equivalence of these qualifications there is quite a spread; for 21% the qualifications are equivalent to NVQ Level 1, for 13% Level 2, 29% Level 3 and 25% Level 4, while for 13% the qualifications have no NVQ equivalence.

Of all those that have registered for or started further learning more than half believe that their participation in Phase 2 of WWSPI has made it easier for them to undertake further learning (56%), and 7 in 10 believe WWSPI has given them more confidence in terms of undertaking further learning (71%). Two-thirds of participants that have undertaken registered for further learning agree that WWSPI has increased their interest in further learning (66%) and the same proportion believe WWSPI has been a stepping stone to undertaking further learning. More than a quarter are sure that they would not be undertaking this further learning had it not been for their participation in WWSPI (27%) and a further 18% are not sure if they would be or not.

Where further learning has not already been undertaken in more than half of cases Phase 2 follow-up participants think it likely they will do so in the next 12 months (53%).

Where further learning is likely or has been undertaken in the majority of cases, the learning is or will be part of their job (60%) or will involve a mixture of job related and

outside of work related issues (24%). Seven in ten of those likely to undertake further learning expect their employer to fund the training (71%).

Should the opportunity for further learning or training as part of the WWSPI become available more than four-fifths of participants say they would be very or quite likely to take part (83%), with more than half very likely (52%).

Where further learning is not being considered by Phase 2 follow-up participants a lack of time/being too busy (14%) and not being able to see what the benefits are (13%) are the main reasons. Other reasons include: that it is due to financial reasons (9%); they are near retirement age (9%); no training is needed for their present role (7%); or they've achieved the highest qualification possible/done enough training (6%).

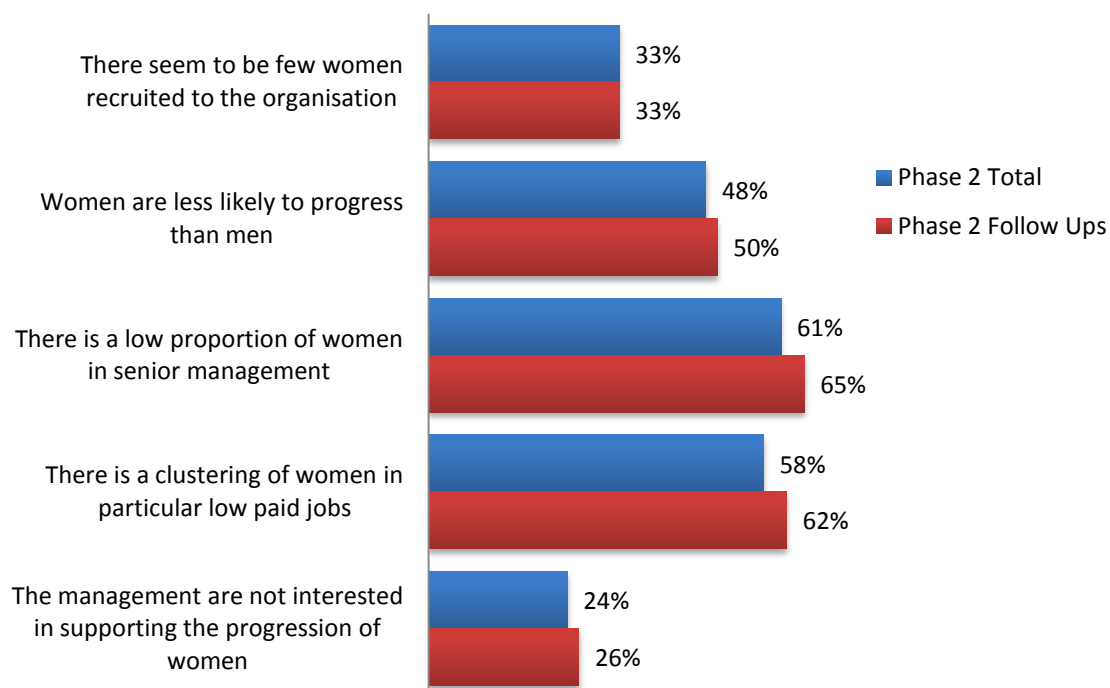
#### **12.7.1 Overall views on women in the industry**

Around three-fifths of participants from Phase 2 agree that it is harder for women to progress to senior roles than for men in the industry (62%); that a lack of flexibility makes it difficult to balance work with non-work responsibilities (57%) and that there are few successful role models within the industry (64%). More than a quarter agree that men get more access to training opportunities than women (27%).

Having taken part in WWSPI more than a third of participants say they feel differently about the opportunities available to women in their industry (35%), while a further 8% are not sure. Where participants do feel differently in virtually all cases they feel more positive (98%).

Looking at how these participants now view the role of women within their organisation (Figure 70) it seems these perceptions take a while to change as they are very much in line with their views at the time of the Phase 2 evaluation, although the findings confirm that WWSPI has reached female employees where such issues are a concern and therefore an appropriate audience for the learning and training delivered by WWSPI.

**Figure 69 – Proportion agreeing with each statement about the organisation they work for (All follow up participants working for the same employer as when they started on the initiative)**



**Unweighted base = Phase 2 = 916 and Phase 2 Follow-ups = 152**

More than half of follow up participants say they are now more likely to recommend working in their industry as a result of their participation Phase 2 of WWSPI (53%), including 26% that are a lot more likely.





## 13 Annex 1: WWSPI – Programme Information by SSC

SSC	Project Information
<b>Asset Skills</b>	<p>To identify and support 300 women within the cleaning and facilities management industries in order to improve their career opportunities by enhancing their literacy and/or numeracy skills related to the demands of higher level job roles within the cleaning and facilities management industries.</p> <p>To provide focused skills needs analysis for 415 women within the cleaning and facilities management industries linked to individual development plans and access to training opportunities which will encourage their access to team leadership and management roles.</p> <p>To promote opportunities for 150 women within the cleaning and facilities management industries who have detailed career plans, which capitalise on their skills and provide them with access to more demanding career roles, both within and outside of the industry.</p>
<b>Automotive Skills</b>	<p>300 women who are already working within the retail automotive sector in customer facing/related roles who would benefit from further training to allow them to undertake and excel in their current roles as well as progress within the industry.</p> <p>150 Women who are already working at supervisory and management level, who would become more effective in their role following a targeted training programme/qualification designed to improve management and leadership specific skills.</p>
<b>Automotive Skills Pilot Project</b>	<p>20 women who are either under threat or notice of redundancy, who would benefit from a range of workshops to develop skills to help them retain or find new employment and continue to contribute positively to the retail automotive sector.</p>
<b>Construction Skills</b>	<p>10 Routes to employment for women new to the sector. Owing to the current recession and its impact on the Construction Sector, we will work with companies to try to encourage them to recruit women but need to be realistic about the numbers we are likely to be able to work with.</p> <p>40 Graduates assisted by a programme of support mechanisms to aid retention within the sector and progression to professional status within a construction related career. Working with the Professional Institutions we will support the new Graduates leaving University and try to retain them within the sector. Unfortunately with more lucrative and numerous opportunities in other sectors at this point in time, many Graduates are tempted away. By not supporting them, we risk a shortage of skilled staff when we start to come out of the recession</p> <p>35 Tradeswomen receiving training and support for setting up businesses and becoming self employed within the construction sector to increase their earning potential. The number of redundancies within the crafts and trades will be affecting the women who are currently employed in these areas. This strand will help to support them and we are currently in discussions with WAMT to help to put these opportunities in place.</p> <p>40 Women on apprenticeships benefiting from a programme of support mechanisms to assist in retention of females on apprenticeships and thus impact on the numbers of tradeswomen in the future. Many companies have seriously reduced the numbers of apprentices being recruited and therefore encouraging retention of those who have jobs or supporting those new to these positions is vital.</p> <p>85 Clerical and Admin workers receiving training and support to move into craft, technical and professional roles within the construction sector. At this point in</p>

	<p>time, many companies are undergoing recruitment freezes or making staff redundant. This strand will help companies to appreciate the loyalty from many of their female members of staff and enable their employers to invest in their futures at a time when training budgets are being cut. Many employers are informing us that without external support they would not be undertaking any training therefore by investing in their existing staff and preparing for the future they should be in a better position when the economic climate improves.</p> <p>340 Up-skilling opportunities to encourage and assist in the progression of women to a more senior role within construction. As mentioned above, ConstructionSkills will be encouraging employers to understand the value of their existing staff at these times and the potential for recruiting internally, therefore reducing overheads. By investing in their female employees, they will be encouraging them to stay within the construction sector where ever possible, rather than 'jumping ship' to another sector.</p>
<b>E U Skills</b>	<p>395 Women who have the potential to apply for supervisory/management positions and who would directly benefit from a targeted training programme/qualification that would provide additional skills to facilitate a subsequent job application. Also Women who would benefit from the opportunity to diversify into another discipline, improving their confidence, competence and a capability to enhance their career pathway.</p> <p>80 Women who are already supervisory/management level and who would become more effective in their role following a targeted training programme/qualification designed to improve personal self confidence and broaden their managerial skills.</p>
<b>Financial Services (Pilot Project)</b>	<p>15 Strand description narrative - 15 women who are already in senior positions in the sector to receive five one-day training courses and one-to-one telephone mentoring, to enable them to provide them with the skills to progress into more senior positions, and break through the perceived "glass ceiling" encountered by women when attempting to progress into these more senior positions.</p>
<b>Go Skills</b>	<p>32 <i>GoSkills</i> Women and Work project will provide an opportunity for unemployed women to gain sustainable employment within the bus industry. Also offering employers a solution to address the gender imbalance within their workforce.</p> <p>The project will do this by providing pre recruitment training, a work placement, an interview or assessment, ongoing support once in post and full on the job training to unemployed women.</p> <p>Case studies will be developed with the support of employers to promote activity within the project to the wider sector</p>
<b>People 1<sup>st</sup> (Pilot Project)</b>	<p>40 Women who are already in lower to middle management positions will benefit from a development programme and this will provide support for career progression based on the skills developed within the programme of activity</p> <p>60 Establishment and implementation of mentoring and coaching network for women. The aim is to support women to achieve their full potential at work.</p>
<b>Lantra</b>	<p>600 To provide career progression and new career pathways to 600 women within the under represented sectors of agriculture, fencing, game and wildlife management, land based engineering, horticulture, landscape, trees and timber and environmental conservation. Career plans will focus on targeted training opportunities to aid development in supervisory/management, technical, legislative and ICT skills supported by an employer mentoring programme. This would lead to additional skills and facilitate opportunity to diversify their skills, improving their confidence, competence and capability of enhancing their career pathway.</p>
<b>Semta</b>	<p>250 Research shows that only 17% of female employees hold a management position with only 7% holding professional positions. This project aims to address these barriers and equip women with the skills they need to progress.</p>

<b>Skillfast UK</b>	<p>300 Allowing females in production, warehouse and servicing roles to progress within their organizations. Career progression and earnings potential</p> <p>100 Designers, we will address market failure to provide short courses in technical skills to exploit market opportunities for women</p> <p>300 Women drawn from supervisory, technical and managerial backgrounds to develop as leaders, decision makers and entrepreneurs.</p>
<b>Skills for Justice</b>	<p>475 women from across the main Justice sector strands in five English regions will receive Action Learning Set facilitator training by March 2009. The primary aim of this project is to facilitate career progression into more senior roles where women are underrepresented. Facilitating Action Learning Set in itself will add a more challenging and demanding aspect to women's existing roles and support increased earning potential. This project will equip women with the skills and confidence they need to overcome barriers to achieving a new job, or progressing to a supervisory, managerial, higher level or more demanding role within the sector.</p>
<b>Skills for Justice (Pilot Project)</b>	<p>24 women newly appointed or who show potential for progression to this level</p> <p>24 middle managers will be trained as mentors to support their own progression and to support the new 1<sup>st</sup> line managers through their transition</p> <p>12 senior women managers from across the sector will experience executive coaching to improve organisational development skills with a focus on implementing diversity practice and policy</p> <p>10 A confidence building and refresher programme for 10 women e.g. to enable faster progression back to a higher grade for women who return at a lower level. The programme will be open to women who are employed or volunteers who want to progress into paid work in the sector</p>

## 14 Annex 2 – Achieved sample

Table 1: Employer population and interviews achieved

SSC	Total no. of contacts	% population	Achieved interviews	Weighted no. of interviews
<b>Asset Skills</b>	103	9	42	38
<b>ConstructionSkills</b>	237	21	9	9*
<b>EU Skills</b>	47	4	20	17
<b>Financial Services</b>	8	1	2	3
<b>Go Skills</b>	4	<0.5	1	1
<b>Lantra</b>	301	27	120	112
<b>People 1<sup>st</sup></b>	24	2	5	9
<b>Semta</b>	10	1	2	4
<b>Skillfast</b>	159	14	63	59
<b>Skills for Justice</b>	168	15	47	62
<b>The Institute of the Motor Industry</b>	64	6	27	24
<b>Total</b>	1,125	100	338	338

\* see note below Table 3

Table 2: Participants population and interviews achieved

SSC	Total no.	% population	Achieved interviews	Weighted no. of interviews
<b>Asset Skills</b>	1,039	21	130	220
<b>ConstructionSkills</b>	535	11	132	113
<b>EU Skills</b>	608	12	153	129
<b>Financial Services</b>	9	<0.5	1	2
<b>Go Skills</b>	32	1	6	7
<b>Lantra</b>	659	13	180	140
<b>People 1<sup>st</sup></b>	108	2	29	23
<b>Semta</b>	285	6	52	60
<b>Skillfast</b>	734	15	136	156
<b>Skills for Justice</b>	525	10	122	111
<b>The Institute of the Motor Industry</b>	471	9	119	100
<b>Total</b>	5,005	100	1,060	1,060

Table 3: Phase 2 Follow Up Participants: population and interviews achieved

SSC	Total no.	% of database (Phase 2)	Achieved interviews	Weighted no. of interviews
Asset Skills	67	11	12	31
Automotive Skills	85	14	29	30
ConstructionSkills	133	22	30	24
EU Skills	22	1	8	8
Go Skills	7	1	1	1
Lantra	166	28	34	28
SEMTA	33	6	18	5
Skillfast UK	62	10	12	23
Skills for Justice	21	4	8	2
Total	596	100	152	152

**\*To note with regard to ConstructionSkills employer contacts:**

Out of the 237 establishments involved in the ConstructionSkills project, three employers worked solely with their own employees, totalling 233 individuals. The other employers were involved in consortium projects providing women employed by SMEs the opportunity to benefit. SMEs make up approximately 96% of construction companies. These consortium projects enabled women to come together and attend various CPD training courses e.g. Dealing with Difficult People and Leadership and Management. More importantly it was a chance for participants to network with other women working in the construction industry. Many participants will not meet other women employed in similar roles in their working lives. Without the consortium projects ConstructionSkills were at risk of alienating a large proportion of employers. The consortium projects were led by either a single employer in conjunction with a training provider or by a local training group, comprising of construction employers in a similar line of business. The SMEs supported the programme by allowing women to take part in the courses. However, the in-depth knowledge of the WWSPI was held by the lead organisations who contributed to the evaluation.

## 15 Annex 3: References

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## Because people matter, we listen.

With some 20 years' experience, BMG Research has established a strong reputation for delivering high quality research and consultancy.

Our business is about understanding people; because they matter. Finding out what they really need; from the type of information they use to the type of services they require. In short, finding out about the kind of world people want to live in tomorrow.

BMG serves both the social public sector and the commercial private sector, providing market and customer insight which is vital in the development of plans, the support of campaigns and the evaluation of performance.

Innovation and development is very much at the heart of our business, and considerable attention is paid to the utilisation of technologies such as portals and information systems to ensure that market and customer intelligence is widely shared.

