



# Women and Work Sector Pathways Initiative

## **Phase Two Evaluation Report**

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# Women and Work: Sector Pathways Initiative

## Phase 2 Evaluation Report

March 2010

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# Executive Summary

This report presents the findings from quantitative surveys of employers, participants and skills coaches engaged with phase 2 of the Women and Work Sector Pathways initiative through Lantra. The evaluation employed primary research with four groups involved with the programme; participants, skills coaches, employers and the programme manager. For participants, this was in the form of a postal questionnaire and for skills coaches and employers, a telephone questionnaire. Interviews with the programme manager also took place. The initiative was designed to promote career progression and new career pathways to 900 women in industries within eligible environmental and land-based sectors, throughout England.

## Getting involved with the initiative

Nearly half (44%) of participants heard about the women and work programme via 'other' the majority of which were via their employer, 29% heard about it through word of mouth and 18% via their local training provider.

## Views on training and development

There was a high level of satisfaction with the programme. Nearly all employers (96%) and participants (87%) were very or fairly satisfied with the training or development activity provided.

Over half (58%) of participants received an Individual Training Plan (ITP) Of those who received an ITP, 89% found this very or quite useful. The majority of participants (88%) were assigned a mentor and of these 94% were very or quite satisfied with them.

89% of participants felt very or quite supported during their involvement with the programme and 29% felt that they never had a problem during their involvement with the programme.

## Benefits and outcomes

Participant outcomes included the following:

- 15% received a pay increase
- 40% gained more responsibility in the same job role
- 16% changed their job role in some other way
- 34% gained a full or partial qualification.

There was an extremely high level of satisfaction amongst employers with regard to the programme outcomes:

- All employers felt that the programme had been very (72%) or fairly (28%) successful for the women taking part
- 58% of employers said they were now much more or a little more likely to monitor the progression of women within the workplace
- 16% felt that taking part in the programme had had a long-term impact on attitudes towards the employment and progression of women in their workplace
- 96% of employers felt the programme was very or fairly good value for money.

95% of participants felt a lot or slightly more positive about the opportunities available to women after taking part in the programme.

58% of women would be a lot or a little more likely to recommend working in the industry to other women after taking part in the programme.

94% of participants felt that their experience of the programme represented very or fairly good value.

### **Additionality**

Employers were better equipped in terms of planning and budgeting for training than is the case across the country as a whole. 60% had a training or development plan for their staff and nearly three quarters (72%) had a training budget in place.

52% of employers had previous contact with Lantra, therefore new employers have been introduced to Lantra. Nearly half (48%) of employers had accessed funding for training and development from an external organisation other than the women and work programme, over the last 2 years. The programme engaged hard to reach employers who hadn't previously trained their staff therefore showing good evidence of additionality.

### **Evidence that the initiative was successful in reaching women in sectors where they face particular challenges.**

Of Women and Work participants:

- 75% strongly or slightly agreed that it was harder for women than men to progress to senior roles in their industry
- 53% strongly or slightly agreed that there were few successful female role models in their industry
- 50% strongly or slightly agreed that within their organisation there was a clustering of women in low-paid jobs

- 61% strongly or slightly agreed that there were a low proportion of women in senior management in their organisation
- 44% strongly or slightly agreed that women were less likely to progress within their organisation than men
- 55% strongly or slightly agreed that their own job role is traditionally low-paid;
- 36% agreed that there was no history of women progressing from their role to more senior roles.

One-third of employers said their employees would not have had the training or development without the programme. For those who would, three-quarters (76%) said it would have happened later than it did.

Nearly half of participants (47%) felt they would not have taken part in the training and development if it was not for the women and work programme. Of those who did, 28% felt this would have happened later than it did.

### **Improvements to the initiative**

Employer's opinions on improving the programme were mainly focussed around the paperwork involved for them. Also mentioned was the cut-off date. Employers felt that the programme should follow the academic year so as to increase the number of courses that could be included in the programme.

Again, skills coaches felt they had too much paper work and that a simpler more user friendly system would be welcomed. Additionally skills coaches felt the OCF could be omitted from future phases of the programme.

Skills coaches were slightly negative about the OCF. They felt that participants did not make good use of it. Nearly half (48%) of participants did not use the OCF and 39% did not know if they had used it. Challenges of the OCF included lack of time to use it and not feeling it was relevant.

58% of participants received an ITP, therefore this is an area for improvement as all participants should have received one of these.

### **Conclusions**

There is a great deal of evidence to suggest that this phase of the programme was a success. Nearly all employers (96%) and participants (87%) were very or fairly satisfied with the training or development activity provided. All employers felt that the programme had been very (72%) or fairly (28%) successful for the women taking part. Evidence of success compared to the programme objectives are as follows:

Objective	Evidence
<b>1: Increase female participation in training by developing personalised, tailored training plans.</b>	58% of participants received an ITP. 89% found this very or quite useful. Three-fifths (60%) felt they had a great deal of involvement in developing their ITP.
	58% of participants received an ITP. 89% found this very or quite useful. Three-fifths (60%) felt they had a great deal of involvement in developing their ITP.
	14% of participants received a career development plan and 41% received a progress review with their supervisor, manager or employer.
<b>2: Increase the number of women progressing in non-traditional occupation areas- impacting positively on the gender balance within the sector.</b>	57% of women on the programme had received previous off-the-job training from their employer. Therefore this initiative reached a significant number (43%) who had not previously had training.
	40% of participants have gained more responsibility in the same job role since taking part in the programme and 16% have changed their job role in some way.
	One third (34%) of participants gained a full or partial qualification.
	After taking part in the programme, 95% of women felt a lot or slightly more positive about the opportunities available to women in their industry. As a result of taking part, 58% of participants would be a lot or a little more likely to recommend working in the industry to other women.
<b>3: Empower women to increase their participation in training.</b>	53% of participants said that taking part in the initiative had greatly increased their willingness to undertake more training and development in the future.
	49% of women who took part in the programme felt that their awareness about the types of training and development courses available had increased greatly and 44% felt their confidence in undertaking training or development activity in general had increased greatly.
<b>4: Develop an employer mentoring scheme to underpin the knowledge gained during the training programme.</b>	88% of participants were assigned a mentor overall. Of those who had a mentor 94% were very or quite satisfied with them.

# 1. Background, Introduction and Methodology

This chapter will look at the background of the programme, its objectives, methodology, questionnaire design and the structure of this report.

## 1.1 Background

The purpose of the women and work programme is to promote career progression and new career pathways to 900 women in industries within eligible environmental and land-based sectors, throughout England, where they are under-represented in leadership, supervisory, management, technical, specialist and professional skill positions.

The programme targets employed or self employed women, working full time or part time, who wish to work or progress in non-traditional occupational areas. To be eligible, women must be working in under-represented sectors within the agricultural, fencing, game & wildlife management, land-based engineering, horticulture, landscape, trees & timber, and environmental conservation industries.

The programme offers women participants a competency based skill/career assessment, leading to appropriate training solutions underpinned by an employer led mentoring programme. It is a three year programme with the possibility of further extension.

For phase 2, employers received a maximum of £400 net contribution per participant towards eligible approved training costs. However to receive this they had to commit a £250 employer cash commitment (outside the scope of VAT) and a commitment to monitor and complete the employer mentoring diary. Additionally a minimum of 22.5 employer mentoring hours or a minimum of 15 hours employer mentoring time plus 15 hours participant time whilst attending training courses was committed to by employers. They were not able to mix the two with varying hours.

## 1.2 Objectives

Programme objectives were as follows:

**Objective 1:** Increase female participation in training by developing personalised, tailored training plans.

**Objective 2:** Increase the number of women progressing in non-traditional occupation areas-impacting positively on the gender balance within the sector.

**Objective 3:** Empower women to increase their participation in training.

**Objective 4:** Develop an employer mentoring scheme to underpin the knowledge gained during the training programme.

### 1.3 Methodology

A mixed method approach was utilised for this evaluation.

Initially, completed Individual Training Plans (ITPs) which were developed and agreed with each of the 838 participants were analysed. ITP1's were plans developed at the beginning of the programme. These were signed by the participant and their employer at the point of registration. ITP2's were signed at the end of the course to signify completion of their course. All documentation and implementation was started and completed within the duration of the programme.

Primary research was then conducted with the contract manager, participants, skills coaches and employers as follows:

**Table 1.1: Primary research conducted**

<b>Respondent</b>	<b>Number Completed</b>	<b>Percentage (%)</b>	<b>Contact Method</b>
Contract manager	2	n/a	Face to face
Participants	191	23	Paper questionnaire
Skills coaches	10	32	Telephone questionnaire
Employers	25	8	Telephone questionnaire

All participants were sent a postal questionnaire (see appendix 1) to complete. As an additional incentive to complete this, an option to be entered into a prize draw for a digital camera was included. For the postal questionnaire we attained a 23% response rate.

Skills coaches were telephoned and asked to complete a telephone survey (see appendix 2). For this we attained a 32% completion rate. All skills coaches were called on two or three occasions to give a fair chance of completing the survey.

Employers were also telephoned to complete a telephone survey (see appendix 3). For this we attained an 8% completion rate. All employers for whom we had contact details were called or emailed in order to give everyone a chance of completing the survey.

Additionally interviews with the programme manager were held.

The sample was obtained from Lantra's finance department who dealt with the administration of the programme. The database is a full record of involvement with the phase 2 initiative, from April 2008 to March 2009. The original supplied database contained details for 838 participants; 31 skills coaches and 304 employers. These results were then analysed and key themes were drawn out.

## **1.4 Questionnaire Design**

Interviews with employers lasted an average of 20 minutes and interviews with skills coaches lasted an average of 10 minutes. The development of the questionnaire was informed by the programme manager who had previously received verbal feedback, and from previous women and work evaluations.

## **1.5 Report Structure**

Following this section, the report will set out and discuss the main findings from the research. Specifically, the analysis will include information on who the initiative reached; how and why participants and employers got involved; opinions of the training or development activities and the benefits and outcomes of the training or development activities.

Following the data analysis and discussion, the report shall progress towards formulating the overall conclusions from the findings and present Lantra's recommendations based on the research findings.

This report consists of 10 chapters of findings as follows:

- Chapter 1. Background, introduction and methodology
- Chapter 2. Characteristics of employers, skills coaches and participants involved in the programme
- Chapter 3. What did employers and participants think about the training and development?
- Chapter 4. Non-Completers
- Chapter 5. What benefits and outcomes have been achieved?
- Chapter 6. How much training and development did the initiative deliver which would not have happened anyway?
- Chapter 7. Online Competency Framework (OCF)
- Chapter 8. Improvements to the initiative
- Chapter 9. Conclusions
- Chapter 10. Recommendations.

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## 2. Characteristics of employers, skills coaches and participants involved in the programme

This chapter outlines the characteristics of employers, skills coaches and participants who were involved with the Women and Work programme.

### 2.1 Finding out about women and work

Eight of the ten skills coaches surveyed had worked with Lantra previously through various projects including phase one of the women and work programme. Eight skills coaches heard about the women and work project through a Lantra Regional Partnership Manager, the remaining two heard via a colleague and via their training provider.

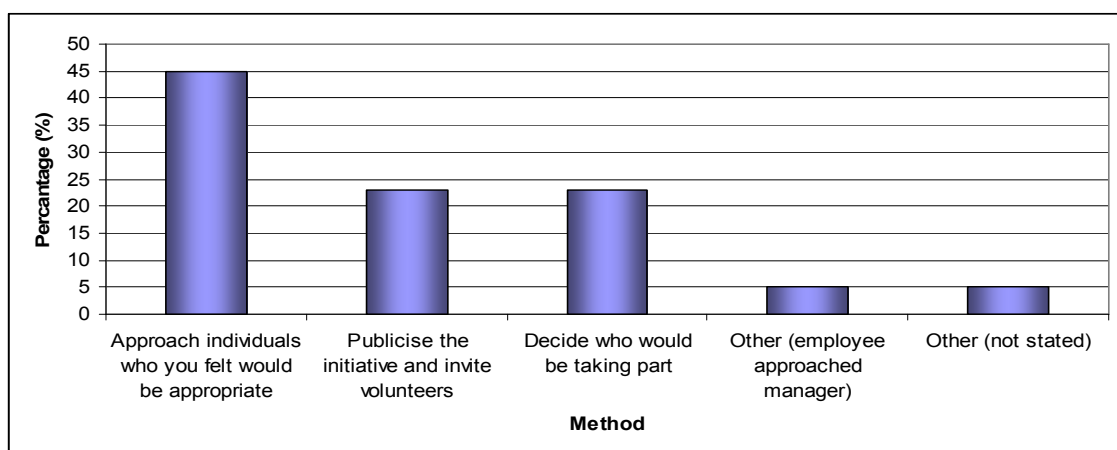
The three most frequent methods via which participants heard about the women and work programme were as follows: 44% of participants heard about the women and work programme via 'other' the majority of which were via their employer, 29% heard about it through word of mouth and 18% via their local training provider.

Employers learned of the programme via various methods, the most popular were through their local training provider (20%); through a friend or colleague (16%) and from an employee (12%).

### 2.2 Recruiting individuals to participate

To find women to take part in the women and work programme, employers used the following methods:

**Figure 2.1 Methods used by employers to gain participants**



As can be seen, the most frequently used method was by approaching individuals who the employer felt would be appropriate, publicising the initiative and inviting volunteers as well as deciding who would take part were used by just over one-fifth of employers.

96% of employers had no problems in finding women to take part. Of those who did, reasons given were the paperwork involved and whether it was worth it.

## **2.3 Initial objectives**

### **2.3.1 Participants Objectives**

When starting out on the programme 61% of participants were enthusiastic about getting involved and 53% saw it as an opportunity to progress. 9% said that they were unsure about how the programme would help them.

76% felt that gaining new skills was a major objective, 63% felt that feeling more confident about their abilities was a major objective and 54% felt that gaining a qualification was a major objective.

Other objectives participants hoped to get out of the programme included gaining new contacts/clients, improving management skills and to generally progress themselves.

### **2.3.2 Employers Objectives**

92% of employers rated 'the fact that the training and development activities were subsidised' and 'the fact that the initiative was funded and therefore contributed to your financial capabilities' as 1 on a scale of 1 to 5 where 1 was very important in their decision to participate in the initiative and 5 was not at all important. 68% rated 'the fact that the initiative was focussed particularly on your industry' as 1. 'The fact that the initiative was managed by Lantra' was rated as 4 or 5 by 56% of employers. 'The fact that the initiative focussed on female employees' was rated as 1 or 2 by 52% of employers suggesting that this was not a major factor in their decision to participate.

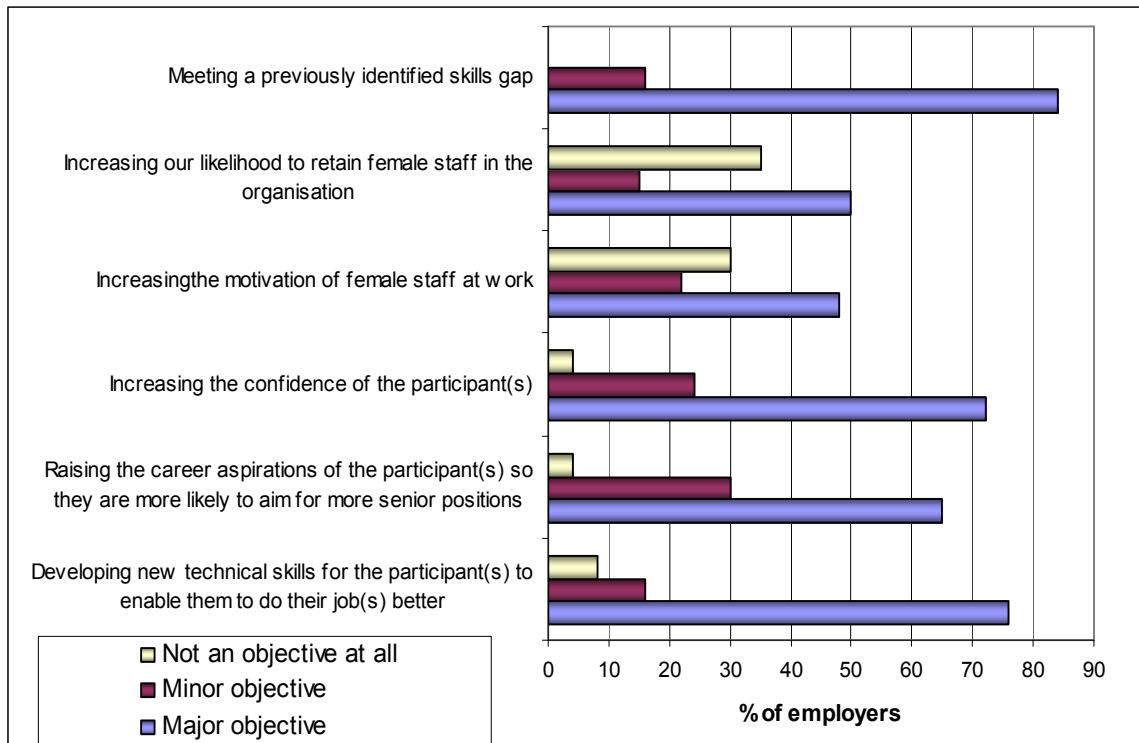
Further reasons for people deciding to participate included:

*'It met with aspects of our strategic plan and was a way of diversifying income for training.'*

*'As training manager I am always trying to access training and remove barriers.'*

The following table shows outcomes that employers hoped to achieve rated as a major objective, minor objective or not an objective at all:

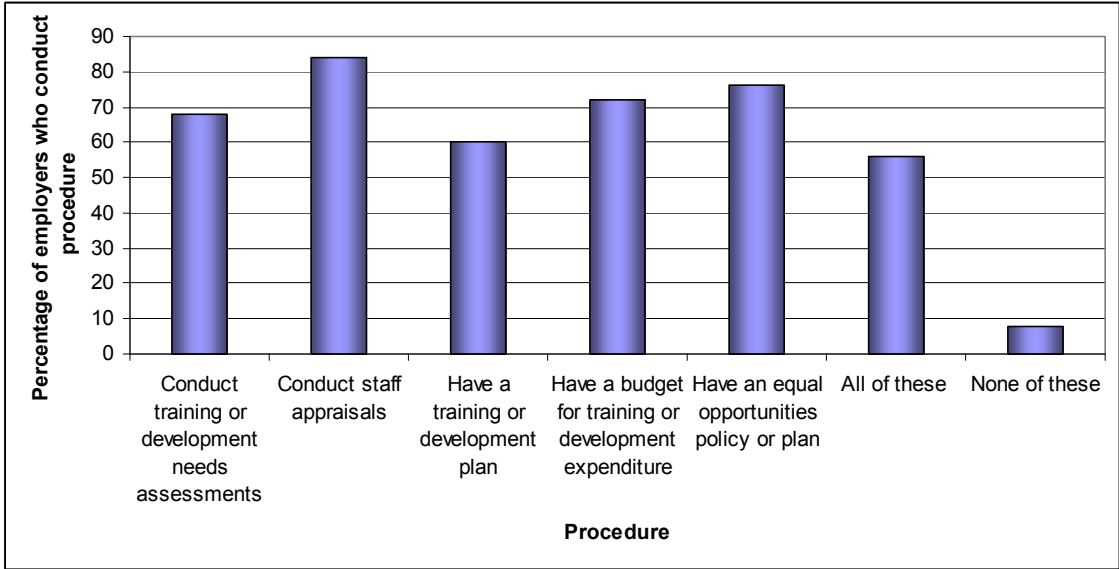
**Figure 2.2: Outcomes employers hoped to receive**



Most employers wanted the training or development activity to meet a previously identified skills gap with the vast majority citing this as a major objective. Developing new technical skills and increasing participants' confidence were also seen as very important by employers, whereas increasing the likelihood to retain female staff in the organisation and increasing the motivation of female staff at work were less important objectives.

## 2.4 Employers: Training plans, procedures and monitoring for equal treatment

Figure 2.3: Procedures conducted by employers



As can be seen, the vast majority (84%) of employers surveyed conduct staff appraisals either formally or informally, just over half (56%) conducted all procedures and 8% did none of these.

## 2.5 Employers: Prior investment in training

45% of employers said they have arranged other off-the-job training for all of the women who took part in the training in the last year. 32% haven't arranged any training for the women and the remaining 22% arranged training for between 25% and 66% of staff.

For their other staff, 33% had arranged off-the-job training or development for all of their staff, 14% had arranged no training for staff, 19% had arranged it for 50%-75% of staff and 29% had arranged it for between 5% and 49% of staff.

52% of employers had been involved with or had contact with Lantra previously.

48% of employers had accessed funding for training development from an external organisation other than from the women and work programme over the last 2 years. 42% of this was from train to gain and the remainder from various sources. 36% of employers had not accessed other funding and 16% did not know if they had.

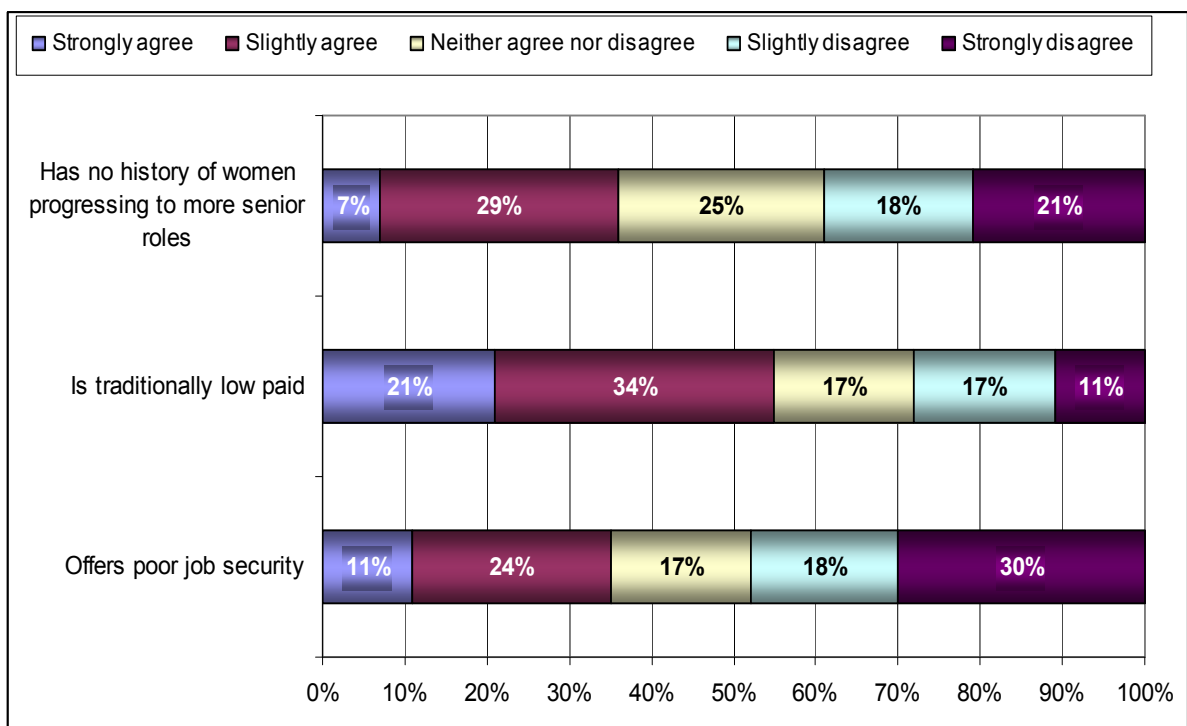
## 2.6 Participants: Working status

74% of participants were working full time both currently and when they started the programme and 26% were working part time. This suggests the programme hasn't affected the hours worked by participants.

88% of participants are still working for the same organisation as they were when they began the women and work programme and 12% are not. However, many participants were only contactable via their work address and therefore some of those who had changed jobs may not have received the questionnaire.

Figure 2.4 shows the extent to which participants agreed with given statements about their jobs when they started on the women and work programme.

**Figure 2.4: Extent to which participants agreed with each statement when starting on the women and work programme**



Participants had mixed opinions regarding the statements given. Participants tended to disagree that their job offered poor job security but were inclined to agree that it's traditionally low paid. Although more participants slightly agreed that their job had no history of women progressing to more senior roles, overall views were split fairly evenly between those who agreed and disagreed with this statement.

## **2.7 Participants: Previous training and development**

57% of women had received off the job training from their employer prior to getting involved with the women and work programme. The majority of participants (59%) felt that their employer had made some investment in them, with 22% feeling they had made a great deal of investment and 17% feeling they had made very little investment.

### 3. What did employers and participants think about the training and development?

#### 3.1 Employers: Views on initiative

96% of employers were very or fairly satisfied with the training or development activity provided. 74% agreed strongly or agreed slightly that the initiative demonstrated an excellent understanding of the key skills requirements of the sector. 55% agreed strongly or slightly that the initiative demonstrated an excellent understanding of working patterns in the sector and the way that training or development can best be organised to meet employers needs.

24% felt that the initiative was highly innovative and different to anything else available, and 60% felt that it was fairly innovative, reasons for this include:

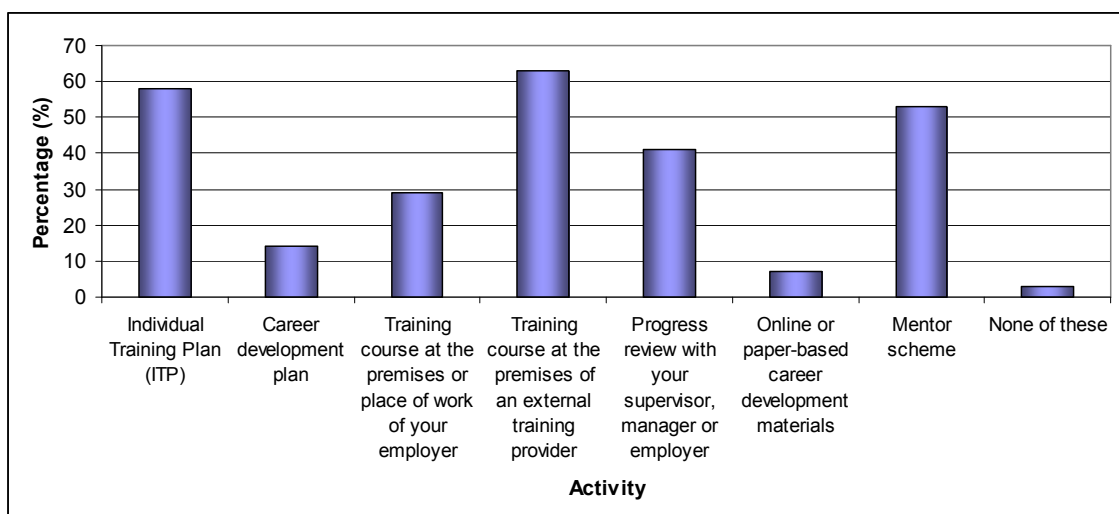
*'I found it very flexible in the training that it would accept, but February cut off was a problem. Accepting just women makes people think about that section.'*

*'Because it gives staff the opportunity to do training which we wouldn't be able to source by any other means. As a charity we are very aware of costing.'*

#### 3.2 Participants: Views on initiative

Participants were asked which of the following their training or development programme involved. The following table shows the responses:

**Figure 3.1: Activities involved in training or development programme**



Approximately three-fifths of participants received an ITP or training course at the premises of an external training provider, and over half took part in a mentor scheme.

89% of participants who received an ITP found this very or quite useful. 60% felt that they had a great deal of involvement in developing their ITP and 7% felt they had very little or no involvement.

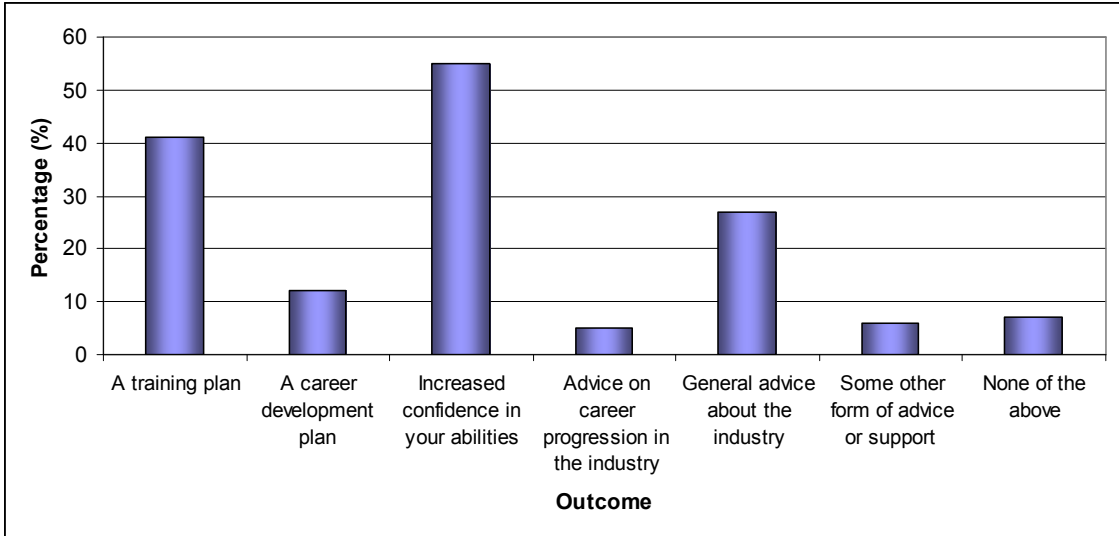
**3.2.1 Mentor schemes**

88% of participants were assigned a mentor. Of the 12% who were not assigned a mentor, reasons given were no-one suitable in the company; didn't need one; chose my own; the timescale; and not knowing they should have one.

Of those who had a mentor, 94% were very or quite satisfied with them.

As a result of contact with their mentor, participants had received the following:

**Figure 3.2: Outcome received as a result of contact with your mentor**



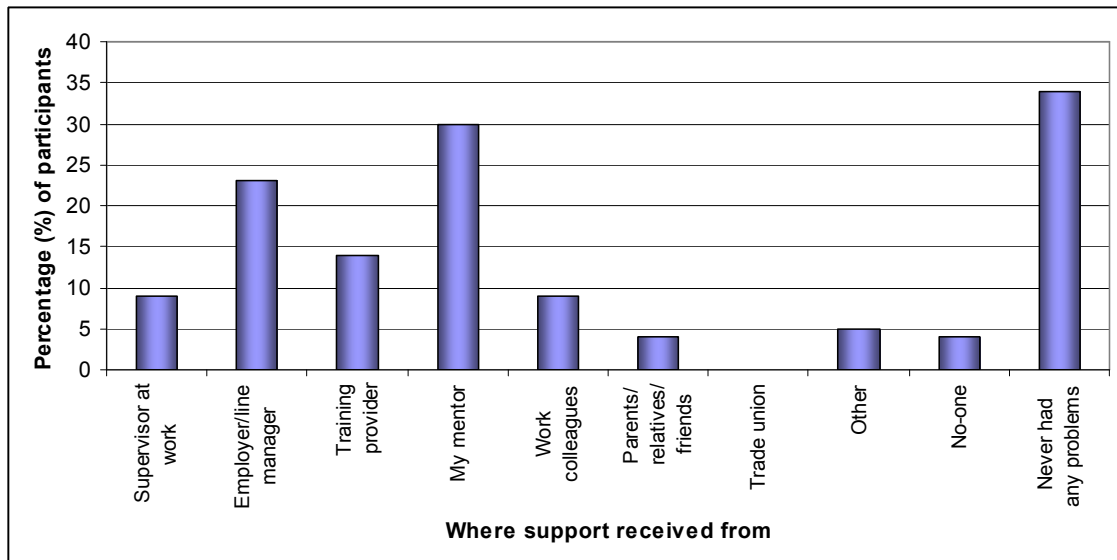
Over half of participants felt they had increased confidence in their abilities and 41% received a training plan. 7% had not received any of the indicators detailed in figure 3.2.

**3.2.2 Support received**

89% felt very or quite supported during their involvement with the women and work programme. 29% felt they never had a problem during their involvement with the programme.

Those who felt they had a problem during their involvement with the programme went to the following for advice or support:

**Figure 3.3: Who participants received advice or support from**



Approximately one-third of participants felt that they never had any problems. Of those who did, their mentor was the most popular person to go to for support, followed by employer and training provider.

### 3.2.3 Overall satisfaction

Overall 87% of participants were very or quite satisfied with the learning or development programme.

Participants were asked what the most positive aspect of the women and work programme was for them. The most frequent answers to this were funding (20%); new/improved skills (16%) and increase in confidence (15%). Additional comments included:

*'It forced me to really look at gaps in my knowledge and what I could develop. I have continued to work through my training plan after the end of the women and work period. It allowed me to do a course I'd always wanted. I now want funding for more training!'*

*'Boosting my CV and my confidence. Achieving many qualifications I would not have been able to afford, thank you.'*

Participants were asked what the most negative aspect of the women and work programme was for them. The most frequent answers to this were paperwork (16%); nothing negative (14%) and time restrictions (9%). Additional comments included:

*'The whole thing! I believe it was meant to be positive but ultimately we were rushed, the programme ended up having a negative impact on my workload and caused a vast amount of stress!'*

*'Lack of long-term vision of support and training. Mentoring support was very project-focussed rather than participant led. What is currently available now? Where do I go from here? E.g. Long term career development planning takes several years to develop.'*

However one participant felt that:

*'[It was] Impossible to convince Lantra its ok to finance an internal course and it's inconsistent about what it will and wont have. Although the programme runs April to February you can't get started until later so we can't plan ahead, its difficult to keep staff informed when we don't know.'*

### **3.2.4 Likelihood to participate in future**

72% of employers felt they would be very likely to continue to participate in the women and work programme if it were to be continued, 8% of these specified that this was subject to the bureaucracy being sorted out. 8% said they were not very likely or not at all likely to do so, reasons for this were:

*'The process took too many hours and made no financial sense. No financial gain.'*

*'Lack of admin support to help respond to the paperwork'*

72% felt they would proactively recommend taking part to other employers. One employer said they would proactively advise others against it, this was because:

*'For larger organisations I can see how it would work and for smaller organisations such as farms with a strong male focus-it may work for them.'*

68% of employers said they would be very positive about working with Lantra on other training or workforce development initiatives in the future:

*'I think sometimes you need that little push to get it done. It encouraged us to do the training, without it we wouldn't have done it.'*

24% said they would be fairly positive and the remaining 8% saying they felt neutral. One employer explained the reasons for their neutrality:

*'Customer service issues, people involved in administering the programme were very blunt and not in possession of all the facts. There is a lack of clarity around the footprint of the sector.'*

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## 4. Non completers

### 4.1 Extent and causes

4% of participants did not complete the programme. 3% said this decision was their own and 1% said this was someone else's. This was for various reasons including, ran out of time, funding, ill health, left employment before the end of the course and initial course dates were rearranged due to snow, which then meant the rearranged course fell within the new year and was therefore ineligible. These participants were asked if there was anything that could have been done to persuade them to continue on the programme. Answers to this included extended period for funding, and:

*'[I] would love to have completed the programme! Internal training department who were organising the programme were a huge let down.'*

80% of employers said all their employees taking part had completed the programme and for the remaining 20% some had and some had not. Of those who had not completed, 3 had training ongoing, one had not completed due to sickness and one had not completed due to the training or development activity being rescheduled until after the Lantra deadline.

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## **5. What benefits and outcomes have been achieved?**

### **5.1 Employers: Hard outcomes**

64% of employers had employees who obtained a full qualification from taking part in the programme. 64% had employees who had taken part in the programme who had improved their career prospects and 32% said they had employees who had received a pay increase.

Of those employers who had staff who obtained qualifications (64%) or partial qualifications (4%), 56% said that the achievement was very important in their decision to participate in the programme and 31% said it was quite important.

All employers felt that the programme had been very (72%) or fairly successful (28%) for the women taking part.

### **5.2 Employers: Attitudinal change**

As a result of their involvement in the programme, 21% of employers said they were much more likely to monitor the progression of women in their organisation, 37% said they were a little more likely and 42% said they were no more likely. 22% said they were much more likely, and 22% said they were a little more likely to take action to ensure that a greater proportion of women reach management positions. 56% said they were no more likely. 16% said they were much more likely to invest in training specifically aimed at women, 21% were a little more likely and 63% were no more likely. However for all of these statements, a significant number of those who said they were no more likely said this was because they already did fulfil the actions of the given statement.

62% of employers felt that the initiative had exposed them to new training providers that they might use in the future. 38% felt that it had exposed them to different ways of delivering training that they may adopt in the future.

16% of employers felt that involvement with the programme had had a longer term impact on the attitudes towards the employment and progression of women within their organisation. Reasons for this included:

*'It raised funding awareness.'*

*'Yes it was well talked about, unusual choice of something for a woman to do (tractor mounted sprayer). Awareness lifted, women shouldn't be discriminated against no barriers to women undertaking training.'*

### 5.3 Participants: Improvements in skills and confidence

Figure 5.1 illustrates which of the statements participants felt had increased greatly, increased to some extent or not at all.

**Figure 5.1: To what extent participants felt their skills had increased**

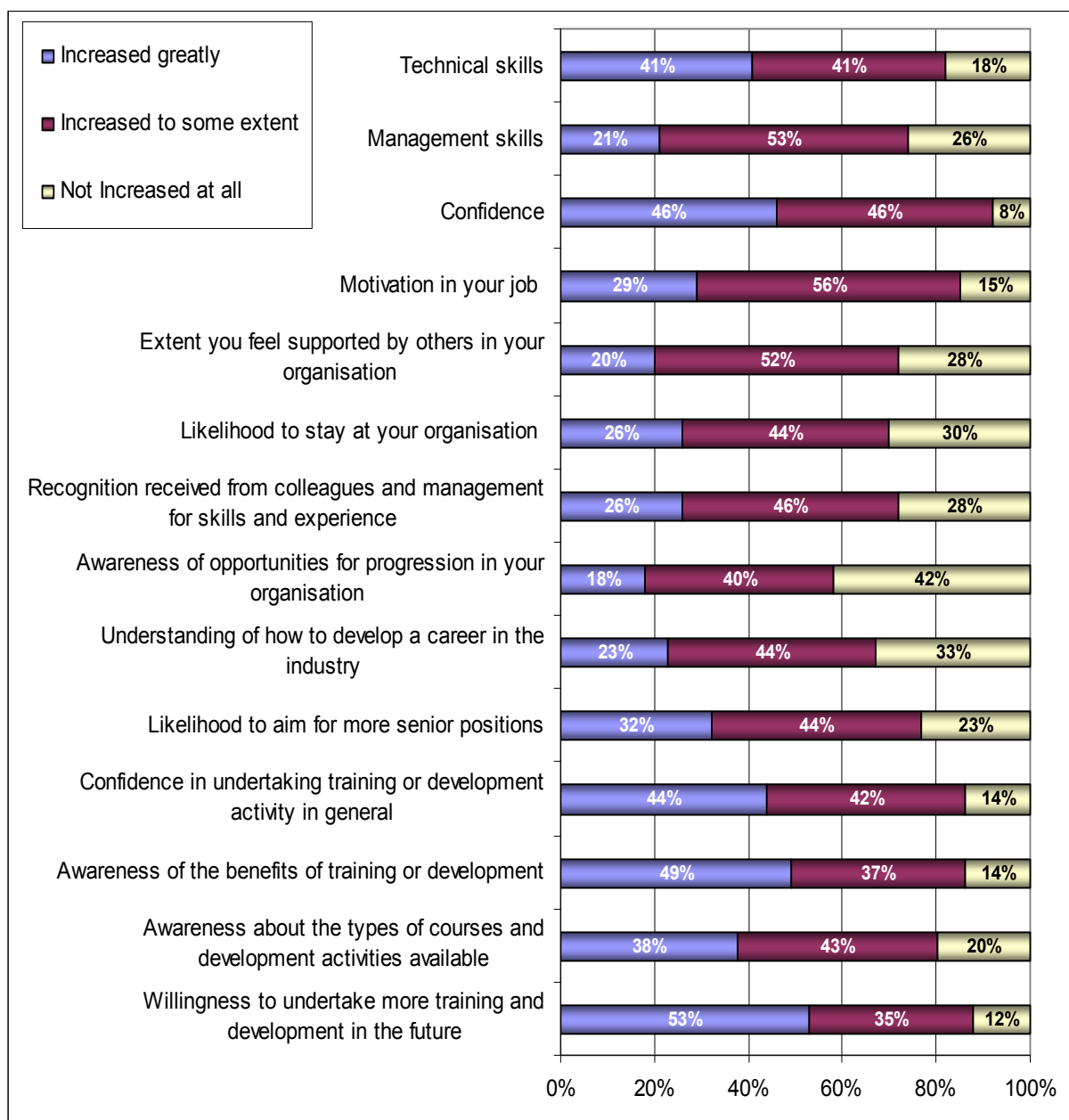


Figure 5.1 shows that just over half of participants felt that their willingness to undertake training and development in the future had increased greatly and half felt that their awareness of the benefits of training or development had increased greatly. Nearly half of participants felt their confidence increased greatly.

42% of participants felt that their awareness off opportunities for progression within their organisation had not increased at all. One third of participants felt that their understanding of how to develop a career in the industry had not increased at all.

## 5.4 Participants: Hard outcomes

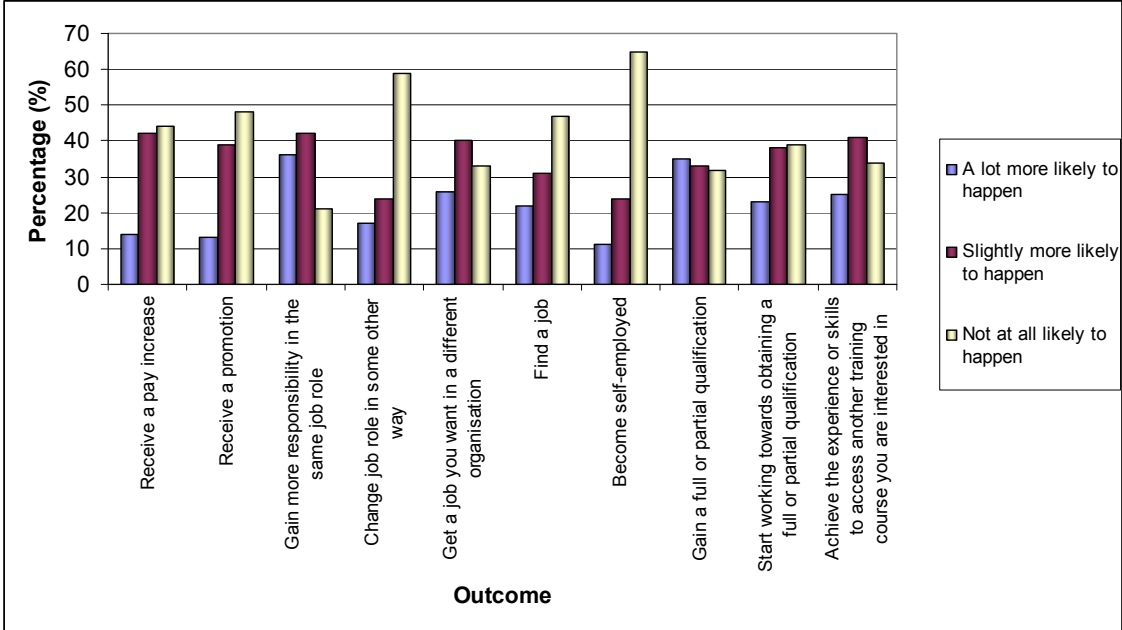
The following chart shows the outcomes participants have achieved as a result of taking part in the programme.

**Figure 5.2: Outcomes participants have achieved**



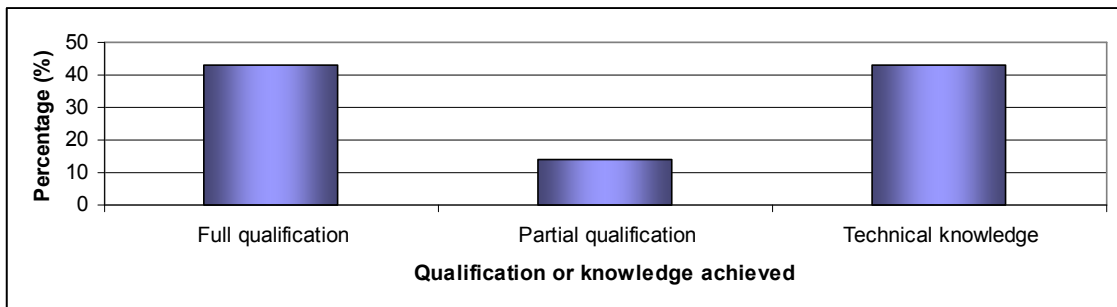
40% of participants felt that they had gained more responsibility in their same job role, and just over one third gained a full or partial qualification. 5% of participants had received a promotion, got a job in another organisation and found a job. These figures may increase with time as participants were surveyed relatively soon after receiving the training.

**Figure 5.3: Likelihood of outcomes happening in the future as a result of taking part in the women and work programme**



Overall participants were positive about future outcomes as a result of taking part in the programme. Just over one-third of participants (36%) felt that they were much more likely to gain more responsibility in the same job role as a result of taking part in the programme and a similar percentage (35%) felt that they were a lot more likely to gain a full or partial qualification. Over half of (56%) participants felt they were a lot more or slightly more likely to receive a pay increase and over three-quarters (78%) felt they were a lot more or slightly more likely to gain more responsibility in the same job role. Nearly two-thirds (65%) felt they were not at all likely to become self-employed and 59% felt they were not at all likely to change their job role in some other way.

**Figure 5.4 Participant achievements**



43% of participants gained a full qualification and 43% gained technical knowledge. The remaining 14% gained a partial qualification.

11% achieved this for skills or experience they already had, 47% for new skills and 42% for both.

## **5.5 Participants: Change in view on opportunities available for women**

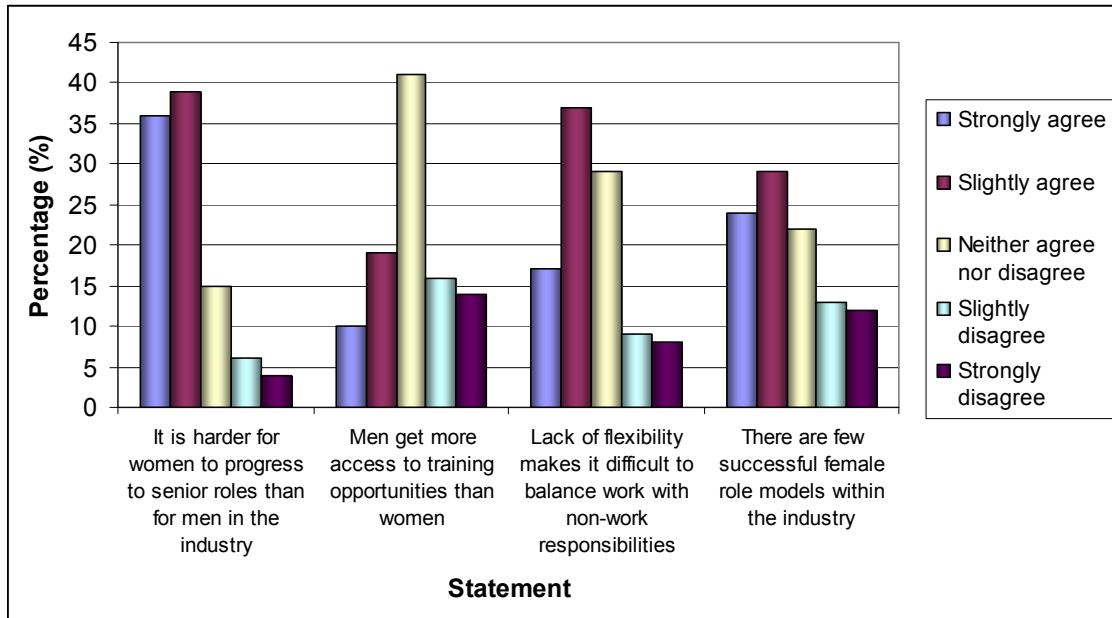
Having taken part in the women and work programme, 95% of participants felt a lot or slightly more positive about the opportunities available to women within their industry.

Prior to taking part in the programme 35% of participants would be very likely to recommend working in the industry to other women and 56% would be quite likely to recommend working in the industry to other women.

As a result of taking part in the programme 24% of participants would be a lot more likely to recommend working in the industry to other women, 34% would be a little more likely and to 39% it has made no difference to their likelihood of recommending working in the industry.

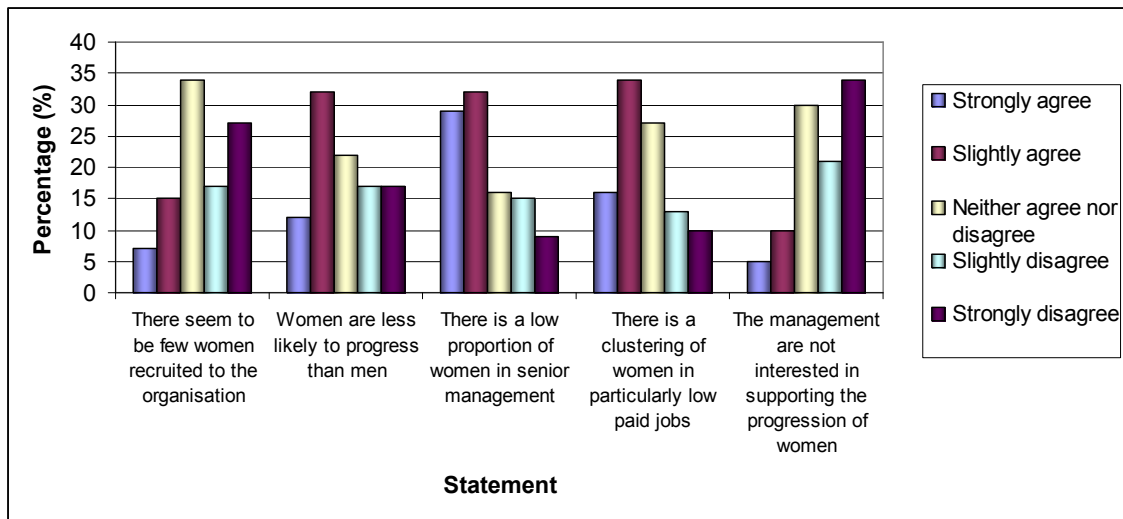
### 5.5.1 Overall views on women in the industry

**Figure 5.5 Extent to which participants agree with given statements about women working in the industry**



Three quarters of participants strongly agreed or slightly agreed that 'It is harder for women to progress to senior roles than for men in the industry.' Participants tended to neither agree nor disagree that 'Men get more access to training opportunities than women.' Just over half (54%) strongly agreed or slightly agreed that 'Lack of flexibility makes it difficult to balance work with non-work responsibilities,' and 53% strongly agreed or slightly agreed that 'There are few successful female role models within the industry.'

**Figure 5.6 Extent to which participants agree with given statements about women working in the industry prior to taking part in the programme**



## 5.6 Value

To take part in the programme, 42% of participants had to give up some of their own unpaid time, 26% had to pay for any travel costs or study materials associated with the programme and 22% contributed financially to the cost of the programme.

94% of participants felt that their experience represented very or fairly good value and 89% would be very or fairly positive about recommending the training or development programme to other women.

96% of employers felt that the outcomes they received for their involvement with the initiative was either very good or fairly good value for money.

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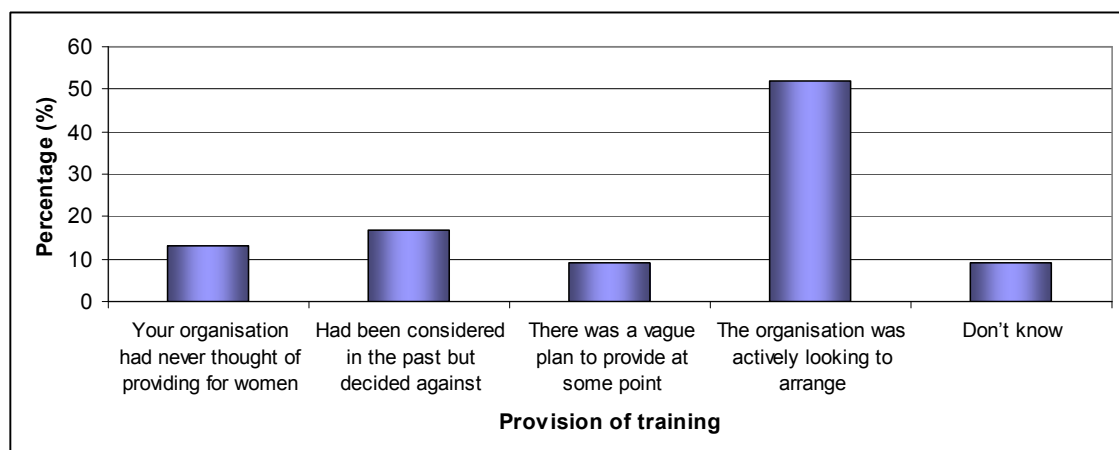
## 6. How much training and development did the initiative deliver which would not have happened anyway?

### 6.1 Employers

Employers were asked how many of their employees who took part in the programme would have received similar training or development activities if the funding had not been available. 28% said all their employees who took part in the programme would have received similar training or development activities, 39% said some and 33% felt none of their employees would have had the training or development without the programme.

Figure 6.1 shows whether employers had considered providing the training or development activity to participants before beginning on the women and work programme. Over half of employers were actively looking to arrange the training and development that took place through the women and work programme.

**Figure 6.1 Graph to show whether the employer had considered providing the training or development activity prior to becoming involved with the programme**

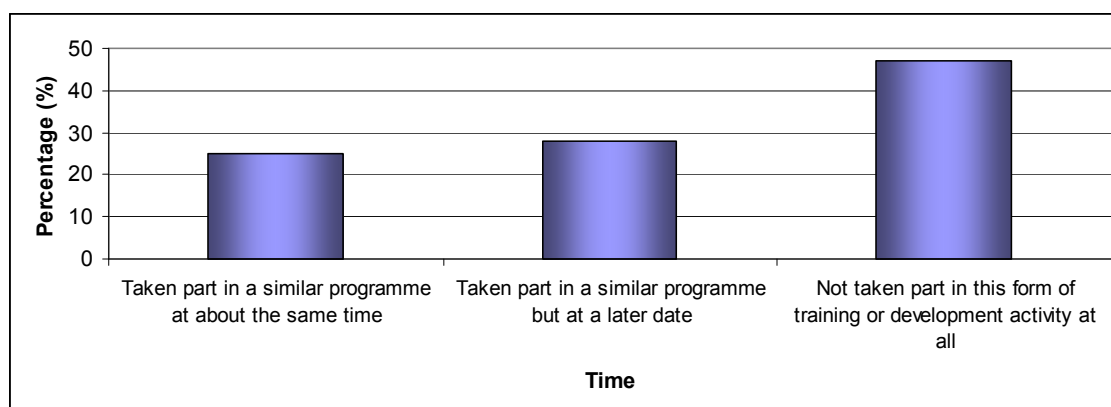


For those who would have used some other route to deliver the training, 24% said it would have happened at about the same time and 76% said it would have happened later.

## 6.2 Participants

Nearly half (47%) of participants felt that they would not have taken part in the training or development activity if it was not for the women and work programme, 25% felt they would have taken part in the training at about the same time and 28% felt that they would have taken part but at a later date.

**Figure 6.2 Graph to show whether participants felt they would have taken part in the training or development activity if they were not involved with the programme**



## 6.3 Skills Coaches

All ten skills coaches felt that the training benefitted participants. Reasons given for this included:

Benefit	Number of skills coaches
Allowed participants to access courses they would not have otherwise been able to afford	6
Flexible	2
Continued professional development	1
Mentoring led to better communication	1
Good feedback from everyone	1

Again all ten skills coaches felt the training had benefitted the employers. The following reasons were given for this:

<b>Benefit</b>	<b>Number of skills coaches</b>
Ensured employees better suited to their jobs	5
Funding support	3
Gave opportunities for companies to promote their staff	1
More motivated and confident staff	1

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## 7. Online Competency Framework (OCF)

### 7.1 Skills Coaches

Seven skills coaches used the OCF all of whom rated it as either 2 or 3 when asked 'How useful did you find the OCF on a scale of 1-5 where 1 is not at all useful and 5 is extremely useful.' The average score was 2.6 therefore indicating that skills coaches felt that the OCF was not very useful. Those skills coaches who used the OCF were asked how well the OCF was received by participants on a 1-5 scale where 1 was not well received and 5 was very well received. One skills coach did not use the OCF with participants as they did not feel it was relevant and one skills coach said that they had very mixed reactions to the OCF. The average score given for this question was 2.8 indicating that skills coaches felt it was received slightly more negatively than a neutral response. Skills coaches were asked if participants made good use of the OCF. Four said they did not know and three said no. Reasons for this include:

Reason	Number of responses
Didn't see value/relevance	3
No time	2
Not user friendly	2
It is limited on what it can do	2

One skills coach said that she thought sitting down together to look at the OCF was a useful tool.

*'Our participants had identified their training before we completed the skills manager. A small proportion of our participants did go back to the OCF once they had completed their training to research what training to do next. The questions asked when completing the development plan are very long winded and not always relevant to the participant's job. This also takes a lot of the participant's time, going through the questions. The participants were also unsure on the requirement of it and were reluctant to give me the information.'*

### 7.2 Participants

13% of participants used the OCF, 48% did not and 39% did not know if they had used it. Of those who answered the question, 0.5% encountered a problem with the OCF. One participant commented on their problem with the OCF:

*'I did not find the OCF of relevance to my situation. It was a tool/hoop I had to jump through rather than of benefit.'*

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## 8. Improvements to the initiative

### 8.1 Employers

Employers were asked if there were any ways in which they felt the initiative could be improved so as to better meet the needs of their organisation. A selection of answers is given below:

*I think the paper trail became complex in the final stages, this might be more due to the skills coach. No value from skills coach. No coaching took place we ended up picking that work up.*

*'No, I think it was good actually. It met her needs brilliantly.'*

*'Timing-not have a February cut off, many courses run September until June so they miss a section of the year.'*

*'Have to do a great deal to get a small amount. We deliver an absurd amount per person for what we receive.'*

*'Yes lower the threshold as a lot of our training doesn't cost much. £650 is high in our field.'*

*'Less paperwork'*

*'Paperwork-far too intensive, long, asked too many private questions. Took 14 days to do paperwork – cost more financially for days lost than received for funding. Regional administrator hopeless, provided not support with progress. Don't think it was Lantras fault.'*

*'Simpler paperwork-never understood what I was filling in'*

*'Issues we had was admin. Exceptionally complicated. Dedicated training dept at times it was a full time job just to get 6 people through. Don't know how small businesses would do it. Ridiculously complicated and changed rules on a regular basis. A good idea was spoilt by admin,'*

## 8.2 Skills Coaches

Skills coaches were also asked what improvements could be made to the initiative. Several suggestions were highlighted. The most mentioned was the amount of paperwork that needed to be completed by skills coaches. Skills coaches felt this was 'fussy and complicated' and added to the amount of pressure on them. They didn't feel the amount of paperwork they needed to do was necessary.

It was suggested that simpler, more user friendly processes should be implemented. The use of the OCF was highlighted by several skills coaches as being a waste of time being described by one skills coach as:

*'The database – OCF I hate that. Where you have to do a print off of TNA, it is a waste of time and a completely fabricated load of rubbish.'*

It was also suggested that timescales for the programme should match the academic year to increase the number of courses participants can go on, and that there should be a focus group with skills coaches at the end of each phase to discuss how to improve the programme. Additionally, one skills coach thought that:

*'Training once a year to encourage commonality between skills coaches would be good as would quarterly get togethers.'*

Specific improvements to Lantra included Lantra being late in sending out paperwork yet pressurising skills coaches to be on time and feeling that there was too much emphasis on outcomes and not on the participants.

Lantra staff were also mentioned by skills coaches. Three skills coaches spoke positively about the contract manager and two spoke positively of the programme administrator. One skills coach said:

*'In the three years that I have been a Skills Coach it has improved every year. Lantra is good at listening to feedback it gets from people and making improvements. The people there have been great, helpful and flexible.'*

However two skills coaches spoke negatively about the finance team, feeling that they weren't shown empathy and that more diplomacy and understanding of pressures on skills coaches could be shown.

Skills coaches were asked how they would rate Lantra on a scale of 1 to 5 where 1 was not very good and 5 was very good. Lantra was given an average rating of 4.3.

*There are too many people involved in the contract management and I am unsure where the responsibilities lie and who is responsible.*

*The finance department have been very rude on occasions for no reason and I have not felt valued as a supplier who has always delivered well and on time. I think they get involved in the programme far too much and do not understand how training is delivered and makes comments and decisions that are incorrect.*

*There are too many changes to the rules of the programme throughout the year with no logic behind the changes almost a knee jerk reaction.*

*I do not feel valued as supplier from Lantra and feel disappointed as we as an organisation have worked very hard to build a good relationship.*

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## **9. Conclusions**

### **9.1 Successes**

Overall Phase 2 of the Women and Work programme was a success. Nearly all employers (96%) and participants (87%) were very or fairly satisfied with the training or development activity provided. All employers felt that the programme had been very (72%) or fairly (28%) successful for the women taking part.

The funding provided was an extremely important part of the programmes success. 92% of employers rated this as very important. It was also frequently mentioned by participants and skills coaches as a deciding factor of whether they could take part in training.

ITP's were an important component of the programme and were highly valued by participants. 89% of participants who received an ITP found it very or quite useful. Again, mentors were also highly valued with 88% of participants having a mentor and of these 94% being very or quite satisfied with their mentor.

The most mentioned positive aspect of the programme was an increase in confidence. The increased confidence of participants was talked about by participants themselves, employers and skills coaches. Confidence in undertaking future training also increased.

Over half of employers are now much or a little more likely to monitor the progression of women in their company. Participant's attitudes had changed to some extent with 95% a lot more or slightly more positive about opportunities for women in industry. Participants are now more likely to recommend working in the industry to other women.

Both participants and employers felt the programme was good value for their investment.

### **9.2 Areas for improvement**

Paperwork was the most mentioned negative of the programme. This affected participants, employers and skills coaches. The vast majority felt that paperwork was too complicated and that the volume of paperwork impacted negatively on their experience.

59% of participants received an ITP. This should be much higher as receiving an ITP was a pre-requisite of taking part in the programme.

Skills coaches in particular felt that the timing of the programme was nonsensical. The Women and Work programme runs from April to February and it was suggested that it would make the programme run smoother and it would be easier for participants to find courses if this matched the academic year.

Several skills coaches suggested it would be beneficial if they received training before the programme started to ensure they were all doing the work correctly and to encourage uniformity. It was also suggested that regular meet ups, for example quarterly, would be advantageous for skills coaches to discuss and challenges and successes they were having.

Two skills coaches felt that the finance team did not show them understanding when they had queries or problems. They felt they were not shown respect and as a result did not feel valued by Lantra. However, other skills coaches had a positive impression of Lantra staff in particular mentioning the programme manager and administrator.

The OCF was seen as being irrelevant by many participants, and nearly half (48%) did not use the OCF. Skills coaches were more positive about the OCF but overall were neutral.

## 10. Recommendations

- Target businesses where women haven't received training. For example, 67% of employers said all or some of their participants had received off-the-job training in the last 12 months.
- Increase additionality. Just over half of employers had previously had contact with Lantra. More employers who haven't had contact with Lantra could be contacted in the next phase.
- Decrease paperwork or increase understanding of its necessity. Employers, skills coaches and participants are struggling with the volume and often content of the paperwork. This needs to be simpler to fill out and if possible, less quantity. If this cannot be achieved, the reasoning behind the paperwork needs to be explained or training provided. This was an area which would discourage employers and participants from recommending or taking part in the programme in the future.
- Increase completion of ITPs. It was a requirement of the programme that all participants completed an ITP but only 59% did so. This may be due to factors such as participants forgetting they had done so etc.
- Improve relations with Lantra staff. Although the majority of comments about Lantra staff were extremely positive, the finance team and some skills coaches did not have as positive a relationship as it could have been.
- Promote OCF more positively. Skills coaches may need to promote its use more to participants and explain its relevancy in more depth.

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## Women and Work Participant Questionnaire

We would be very grateful if you could complete the following survey about your opinions on the women and work programme and any benefits you have gained through completing the training or development programme. Please return to us in the freepost envelope provided.

### SECTION 1. BACKGROUND INFORMATION

**Q1. If you work, do you work?**

- Full-time  Part-time

**Q2. Are you currently...?**

- Working for an employer  Not working or studying  
 Self-employed  Volunteer  
 Studying or training full-time  Other (Please write in) \_\_\_\_\_

**Q3. How many hours do you work in a typical week?** \_\_\_\_\_

**Q4. At the time when you started the programme were you...?**

- Working for an employer  Not working or studying  
 Self-employed  Volunteer  
 Studying or training full-time  Other (Please write in) \_\_\_\_\_

**Q5. Is the employer that you are currently working for...?**

- The same organisation that you were working for when you started your training or development programme  
 A different organisation

**Q6. When you started on the women and work programme were you working...?**

- Full-time  Part-time

**Q7. At that point, how many hours did you work in a typical week?** \_\_\_\_\_

**Q8. To what extent do you agree that the job that you were doing when you started on the women and work programme...?**

	Strongly agree	Slightly agree	Neither agree nor disagree	Slightly disagree	Strongly disagree
Offers poor job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is traditionally low-paid	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Has no history of women progressing to more senior roles	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q9. Prior to getting involved with the women and work programme, had you received any other off-the-job training from your current/at the time employer?**

- Yes  
 No

**Q10. Before you became involved in this initiative in terms of the skills and knowledge needed to do your day-to-day job, did you feel that your employer had made...?**

- A great deal of investment in you  Or very little investment  
 Some investment  Don't know



**Q11. Where did you hear about the Women and Work programme?**

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Local paper                | <input type="checkbox"/> Word of mouth           | <input type="checkbox"/> Trade press    |
| <input type="checkbox"/> Newsletter                 | <input type="checkbox"/> Local training provider | <input type="checkbox"/> Lantra website |
| <input type="checkbox"/> Other (please state) _____ |  |   |

**SECTION 2: STARTING OUT ON THE PROGRAMME**

**Q12. At the point when you first heard about the women and work programme, which of the following statements were true?**

- I was enthusiastic about getting involved
- I suggested it to my employer
- I didn't feel I needed to develop my skills
- I saw it as an opportunity to progress
- I felt uncomfortable that the programme was only open to women
- I wasn't sure how the programme would help me

**Q13. We are interested to know what you hoped to get out of taking part in the programme. At the time when you started, which of the following would you say were a major objective for you?**

- |   |   |
|---|---|
| <input type="checkbox"/> Getting a better job in a different organisation | <input type="checkbox"/> Gaining new skills   |
| <input type="checkbox"/> Starting your own business                       | <input type="checkbox"/> Gaining a qualification  |
| <input type="checkbox"/> Obtaining a salary increase                      | <input type="checkbox"/> Feeling more confident about your abilities  |
| <input type="checkbox"/> Obtaining a promotion                            | <input type="checkbox"/> Obtaining a better understanding of what opportunities are open to you in the industry |
| <input type="checkbox"/> Getting more responsibility                      | <input type="checkbox"/> Finding a job  |

**Q14. Was there anything else you hoped to get out of taking the programme?**

**Q15. At the time when you first got involved with the women and work programme, did you have any concerns about participating**

- Yes       No

**Q16. If so, what were your concerns about becoming involved with the programme?**

**Q17. Looking back on your experience, would you say that your initial concerns turned out to be...?**

- Big issues that greatly impacted on the success of the initiative for you
- Minor issues that had a small negative impact on your experience
- Not an issue at all



**SECTION 3: VIEWS ON THE TRAINING OR DEVELOPMENT RECEIVED**

**Q18. Which of the following did your training or development programme involve?**

- Individual training plan (ITP). When you started on the programme your employer or provider will have agreed what training or development activities you were to undertake and this would have been recorded on your individual training plan, which you and your employer should have signed
- Career development plan
- Training course at the premises or place of work of your employer
- Training course at the premises of an external training provider
- Progress review with your supervisor, manager or employer
- Online or paper based career development materials
- Mentor scheme
- None of these (Please specify what programme did involve) \_\_\_\_\_
- Don't know

**Q19. How useful did you find this?**

- Very useful                       Not really useful
- Quite useful                       Not at all useful

**Q20. Would you say that you had...?**

- A great deal of involvement in developing your Individual Training Plan (ITP)
- Some involvement
- Very little or no involvement

**Q21. Were you assigned a mentor?**

- Yes                       No

**Q22. Why were you not assigned a mentor?**

**Q23. How satisfied have you been with your mentor?**

- Very satisfied                       Not very satisfied
- Quite satisfied                       Not at all satisfied

**Q24. Which of the following have you had as a result of contact with your mentor?**

- A training plan
- A career development plan
- Increased confidence in your abilities
- Advice on career progression in the industry
- Advice on dealing with workplace problems
- Advice on work-life balance
- Advice on managing caring responsibilities
- General advice about the industry
- Some other form of advice or support (please specify) \_\_\_\_\_
- None of the above



**Q25. Thinking generally, to what extent did you feel supported during your involvement with the women and work programme? Did you feel...**

- Very supported                       Not very supported  
 Quite supported                       Not at all supported

**Q26. If you had a problem at any time during your involvement with the women and work programme, who did you go to for advice or support?**

- Supervisor at work                       Parents/relatives/friends  
 Employer/line manager                       Trade union  
 Training provider                       Other (please specify) \_\_\_\_\_  
 My mentor                       No-one  
 Work colleagues                       Never had any problems

**Q27. What was the most positive aspect of the women and work programme for you?**

**Q28. What was the most negative aspect of the women and work programme for you?**

**Q29. Overall, how satisfied were you with the learning or development programme?**

- Very satisfied                       Quite dissatisfied  
 Quite satisfied                       Very dissatisfied  
 Neither satisfied nor dissatisfied

**SECTION 4: REASONS FOR NON-COMPLETION**

*ONLY ANSWER THIS SECTION IF YOU DID NOT COMPLETE THE WOMEN AND WORK PROGRAMME*

**Q30. Why did you stop the programme without completing it?**

**Q31. Whose decision was it for you to withdraw from the programme?**

- Yours                       Your trainer or external assessors  
 Your employers                       Someone else (please specify) \_\_\_\_\_



**Q32. Is there any way you could have been persuaded to complete the women and work programme? If so, what would have persuaded you to continue?**

**SECTION 5: BENEFITS OF THE PROGRAMME**

**Q33. As a result of taking part in the training or development programme (even if you didnt complete the training), do you feel that the following have increased greatly, to some extent, or not at all?**

	Increased greatly	To some extent	Not increased at all
Your technical skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your management skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your confidence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your motivation in your job (if still working for the same employer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The extent to which you feel supported by others in your organisation (if still working for the same employer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your likelihood to stay at your organisation (if still working for the same employer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The recognition that you receive from your colleagues and management for your skills and experience (if still working for the same employer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your awareness of the opportunities for progression in your organisation (if still working for the same employer)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your understanding of how to develop a career in the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your likelihood to aim for more senior positions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your confidence in undertaking training or development activity in general	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your awareness of the benefits of training or development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your awareness about the types of courses and development activities available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Your willingness to undertake more training and development in the future	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



**Q34. In your opinion, as a result of having taken part in the training or development programme have you...?**

- Received a pay increase
- Received a promotion
- Got more responsibility in the same job role
- Changed your job role in some other way (please specify) \_\_\_\_\_
- Got a job you wanted in a different organisation
- Found a job
- Become self-employed
- Gained a full or partial qualification
- Started working towards obtaining a full or partial qualification
- Achieved the experience or skills to access another training course you are interested in, not leading to a qualification

**Q35. How likely do you think the following are to happen in the future as a result of taking part in the women and work programme?**

	A lot more likely to happen	Slightly more likely	Not at all likely
Receive a pay increase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Receive a promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gain more responsibility in the same job role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Change job role in some other way (please specify) _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Get a job you want in a different organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Find a job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Become self-employed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gain a full or partial qualification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Start working towards obtaining a full or partial qualification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Achieve the experience or skills to access another training course you are interested in, not leading to a qualification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q36. Did you achieve...?**

- A full qualification                       A partial qualification                       Technical knowledge

**Q37. Did you achieve this for...?**

- Skills or experience you already had                       New skills                       Both

**Q38. If you received a pay increase as a result of taking part in the training or development programme, please state how much you earn now before deductions for tax and national insurance:**

£ \_\_\_\_\_



**Q39. To take part in the programme, did you...?**

- Contribute financially to the cost of the programme
- Pay for any travel costs or study materials associated with the programme
- Give up any of your own unpaid time
- Pay for additional childcare (over and above that which you would have had to pay for anyway)
- Give any other contribution wither financially or in time (please specify) \_\_\_\_\_

**Q40. Would you say that your experience represents...**

- Very good value
- Fairly good value
- Fairly poor value
- Very poor value

**Q41. Which of the following best describes your attitude to recommending the training or development programme to other women?**

- I'd be very positive about the programme
- I'd be fairly positive about the programme
- I'd be neutral about the programme
- I'd be fairly negative about the programme
- I'd be very negative about the programme

**SECTION 6: ADDITIONALITY**

**Q42. If you had not undertaken the training and workforce development opportunities offered by the women and work programme, do you think that you would have...?**

- Taken part in another similar programme at around the same time
- Taken part in a similar programme but at a later date
- Not taken part in this form of training or development activity at all

**SECTION 7: OVERALL VIEWS ON WOMEN IN THE INDUSTRY**

**Q43. To what extent do you agree that...?**

	Strongly agree	Slightly agree	Neither agree nor disagree	Slightly disagree	Strongly disagree
It is harder for women to progress to senior roles than for men in the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Men get more access to training opportunities than women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lack of flexibility makes it difficult to balance work with non-work responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There are few successful female role models within the industry	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q44. Having taken part in the women and work programme, do you feel any differently about the opportunities available to women within your industry? Do you feel...?**

- A lot more positive
- Slightly more positive
- Slightly more negative
- A lot more negative



**Q45. Before starting the training or development programme, to what extent would you have agreed or disagreed that...**

	Strongly agree	Slightly agree	Neither agree nor disagree	Slightly disagree	Strongly disagree
There seem to be few women recruited to the organisation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Women are less likely to progress than men	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a low proportion of women in senior management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is a clustering of women in particular low paid jobs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The management are not interested in supporting the progression of women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Q46. Prior to your involvement with the women and work programme, would you have been...?**

- Very likely to recommend working in the industry to other women
- Quite likely to recommend working in the industry to other women
- Quite unlikely to recommend working in the industry to other women
- Very unlikely to recommend working in the industry to other women

**Q47. As a result of taking part in the women and work programme, do you feel that you would be...?**

- A lot more likely to recommend working in the industry
- A little more likely to recommend working in the industry
- A little less likely to recommend working in the industry
- A lot less likely to recommend working in the industry
- Or has it made no difference to your likelihood of recommending working in the industry

**SECTION 8: SKILLS MANAGER**

**Q48. Did you use the OCF/Skills Manager (this may have been with your skills coach)**

- Yes
- No
- Don't Know

**Q49. Did you encounter any problems with this?**

- Yes
- No

**Q50. If so, what problems did you encounter and how well were these solved?**

**If you have any questions or comments relating to this survey, please contact Kate McCarthy either by email: [kate.mccarthy@lantra.co.uk](mailto:kate.mccarthy@lantra.co.uk) or by telephone: 02476 696996 extension 237**

**Thankyou for taking the time to complete this survey.  
Please return in the FREEPOST envelope provided.**



## Appendix 2: Skills Coach Questionnaire (telephone survey)

### Women and Work – Skills Coaches Questions

According to our records, you were a skills coach for the women and work programme run by Lantra between April 2008 and April 2009.

Once speaking to right person: Can you please spare 10 minutes to answer some questions relating to your experience of this?

**If yes proceed with the questions, if no arrange a call back time.**

#### **BACKGROUND INFORMATION**

1a. Had you worked with Lantra prior to women and work?

Yes

No

1b. If so, when and for which projects?

#### **BECOMING INVOLVED WITH WOMEN AND WORK**

2. How did you find out about the women and work project?

3. How many participants were you skills coach to? (For **last** year ending April 2009)

4. Did you use the OCF?

Yes

No

5. How useful did you find the OCF on a scale of 1-5 where 1 is not at all useful and 5 is extremely useful. (circle answer)

1

2

3

4

5

6. How well was the OCF received on a scale of 1 to 5 where 1 is not well received and 5 is very well received. (circle answer)

1

2

3

4

5

7a. Did participants make good use of the OCF?

Yes

No

7.b Why (not)/How?

#### **ADDITIONALITY**

8a. Do you feel the training benefitted participants?

Yes

No

8b Why (not)?

9a. Do you feel that the training benefitted employers?

Yes

No

9b Why (not)?

**VIEWS ON INITIATIVE**

10. How do you think the programme could be improved?

11. As a customer, how would you rate Lantra on a scale of 1 to 5 where 1 is not very good and 5 is very good?

1            2            3            4            5

12. Do you have any specific issues in the management and running of the programme? (admin)

13. What do you think Lantra could do to improve?

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## Appendix 3: Employer Questionnaire (telephone survey)

### Women and Work Evaluation - Employer Questions

Good morning/afternoon, is this <INSERT NAME OF EMPLOYER>?

My name is <INSERT NAME> and I am calling from Lantra. Can I speak to the most senior person at this site with responsibility for training and workforce development?

*If no arrange a call back time.*

Good morning/afternoon my name is <INSERT NAME> and I am calling from Lantra. According to our records, one or more of your staff members were involved in a training or development programme called Women and Work delivered by <INSERT TRAINING PROVIDER> which started between April 2008 and April 2009. We are conducting a survey which will feed in to the evaluation of the Women and Work programme.

#### **Can you recall this training taking place?**

**If yes...** Can you spare 20 minutes to answer some questions relating to your experience of this? **If yes proceed with the questions, if no arrange a call back time.**

**If no...** This may have involved a mentoring or coaching programme, support in moving into a different role, the development of a career plan or a course leading towards a qualification. You may know the name of the programme as, or relating to, Lantra.

#### **Can you recall this training taking place?**

**If yes...** Can you spare 20 minutes to answer some questions relating to your experience of this? **If yes proceed with the questions, if no arrange a call back time.**

*If still cannot recall or do not know, either ask to be put through to someone who may know or thank and close.*

## REASSURANCES TO USE IF NECESSARY

- Your details were obtained from the overall Women and Work database
- The interview will take around 15 minutes to complete
- Please note that all data will be reported in aggregate form and your answers will not be reported in any way that would allow you to be identified.
- If respondent wishes to confirm validity of survey or get more information about aims and objectives, they can call:
  - Kate McCarthy (02476 696996 x 237)
  - Lyndsay Bird (07867 908167)

### EMPLOYER NAME:

Please can I take the following details from you?

Name	
Job Title	
Telephone Number	

### BACKGROUND INFORMATION

1. Is this workplace.....

*READ OUT*

The only workplace in the organisation in England	
One of a number of workplaces in England that form part of a larger organisation	

2. And are the staff that took part in the women and work programme based just at this one site or are they based at more than one site?

All participants based at one site	
Participants spread across two or more sites	

For the purposes of this questionnaire, I'd ideally like you to answer on the behalf of all your sites in England i.e. across all the sites where staff who have been involved with the programme are based. Are you able to do this?

YES	
NO	

**IF No.. In that case can you please just answer for your own site.**

### **BECOMING INVOLVED WITH WOMEN AND WORK**

#### **3. How did you first hear about the women and work programme?**

*PROMPT: Wait for answer, if none given read out options, code all mentioned*

Contacted by Lantra	
Read about it on Lantra's website	
Received a leaflet or flyer	
One of our employees mentioned it	
Saw an advert or read an article in the TRADE press	
Saw an advert or read an article in the NATIONAL press	
Via a training provider	
Don't Know	
Other (WRITE IN )	

#### **4. Prior to your involvement with this scheme, had you had any dealings with Lantra?**

Yes	
No	

**5. Please can you tell me how important each of the following were in your decision to participate in the initiative. Please answer on a scale of 1 to 5 where 1 is very important and 5 is not at all important? How important was.....**

	1 (Very important)	2	3	4	5 (Not at all important)	Don't know
The fact that the training and workforce development activities were subsidised						
The fact that the initiative was focussed particularly on your industry						
The fact that the initiative focussed on female employees						
The fact that the initiative was managed by Lantra						
The fact that the initiative was funded and therefore contributed to your financial capabilities						

**6. Did you have any other reasons for deciding to participate?**

Probe fully

**7. At the time when you first became involved with the women and work programme, how big a concern were the following? Please tell me whether they were a major concern, a minor concern or not a concern at all?**

*Code one per statement*

	Major concern	Minor concern	Not a concern at all
The ability of your organisation to attract women employees			
The rate of progression of women within your organisation			
A low proportion of women in senior management			
A concentration of women in particular low paid occupations			

**8. At the time when you first got involved with the women and work programme, did you have any concerns about participating?**

Yes	
No	

**IF NO SKIP TO Q11**

**9. What were your concerns about becoming involved?**

*PROMPT: Do not read out, code all mentioned*

Time commitment required	
Did not appear to meet your skill needs	
Did not appear to be organised in a way that suited your business	
Did not have confidence in Lantra	
Did not have confidence in the training providers to be used	
Was uncomfortable that only female staff could participate	
Other (WRITE IN)	

**10a. And looking back on your experience of the initiative did the concerns that you had materialise?**

Yes	
No	

**10b. Would you say that your initial concerns turned out to be...?**

*Read out and code one only*

Big issues that greatly impacted on the success of the initiative for you as an employer	
Minor issues that had a small negative impact on your experience	
Not an issue at all	

**EXTENT AND NATURE OF ENGAGEMENT**

**11. Since you first became involved with the women and work programme, how many of your female employees have taken part in it?**

*ADD IF NECESSARY: Please include any whose involvement is ongoing or who started but dropped out of the initiative. If don't know exact number probe for approximate number.*

--

**12. Can you tell me what job this member of staff was doing; [jobs these members of staff were doing] when they first became involved with the initiative?**

*PROBE FULLY: If assistant ask 'what type of assistant', if admin ask 'what are main duties' etc*

Job 1	
Job 2	
Job 3	
Job 4	
Job 5	
Job 6	
Job 7	
Job 8	
Job 9	
Job 10	

**13. In terms of finding women to take part in the women and work programme did you...?**

*Read out and code all that apply*

Approach individuals who you felt would be appropriate	
Publicise the initiative and invite volunteers	
Decide who would be taking part	
Other (write in)	

**14. Did you encounter any difficulties in finding women to take part?**

Yes	
No	

**IF NO SKIP TO Q16**

If yes...

**15. What difficulties did you encounter? What reservations did women have?**

*PROMPT: Do not read out, code all mentioned*

They hadn't done this sort of training before	
They hadn't been involved in learning for a number of years	
Fitting in caring responsibilities with learning	
Too busy at work	
Not interested in progression or promotion	
Problems with travel to place of learning	
Don't Know	
Other (WRITE IN )	

**16. In terms of the outcomes that you were hoping to achieve from being involved with the women and work programme, would you say that the following were major objectives, minor objectives or not an objective at all....?**

*Read out, one code per outcome*

	Major objective	Minor objective	Not an objective at all
Developing new technical skills for the participant; [among participants] to enable them to do their jobs better			
Raising the career aspirations of the participant; [participants] so they are more likely to aim for senior positions			
Increasing the confidence of the participant; [participants]			
Increasing the motivation of female staff at work			
Increasing our likelihood to retain female staff in the organisation			
Meeting a previously identified skills gap			

**17. Was your training delivered in house or via an outside training provider or organisation?**

*Read out, code all that apply*

In house	
Outside training provider	

**VIEWS ON INITIATIVE AND OUTCOMES OF INVOLVEMENT**

**18a. Overall how satisfied would you say you were with the training or development activity provided? Would you say that you were....?**

*Read out, code one*

Very satisfied	
Fairly satisfied	
Neither satisfied nor dissatisfied	
Fairly dissatisfied	
Very dissatisfied	
Don't Know	

**18B. IF DISSATISFIED Can you tell me why you were dissatisfied?**

*Probe fully*

**19. In terms of the way in which the initiative was designed and delivered, to what extent would you agree that it....**

	Agree strongly	Agree slightly	Disagree slightly	Disagree strongly	Don't know
Demonstrated an excellent understanding of the key skills requirements of the sector					
Demonstrated an excellent understanding of working patterns in your sector and the way that training or development can best be organised to meet your needs					

**20a. We are interested to know how the women and work programme offered by Lantra compares with other training and development initiatives available in your industry. In your opinion, would you describe the initiative as .....**

*Read out, code one only*

Highly innovative and different to anything else available	
Fairly innovative	
Not very innovative	
Not at all innovative – similar to many other such programmes that are available in the industry	
Don't Know	

**20b. IF INNOVATIVE: Can you tell me why you think it was innovative?**

*Probe fully*

--

**21. Has the woman; [Have the women] taking part in the initiative ....?**

*Read out, code one only*

[All] completed the programme	
[Some have completed and some have not]	
Not completed [None of them have completed]	
Don't Know	

**IF ALL COMPLETED, SKIP TO Q25**

**22. Why has she/have they not completed, ...?**

*PROMPT: Wait for answer, if none given read out options*

Their training or development is ongoing	
They have dropped out of the programme	
Both of these reasons	
Don't Know	

If some have dropped out:

**23. How many of the participants dropped out without completing?**

*Prompt for estimate if necessary*

--

**24. Can you tell me why you think that she/they dropped out of the programme?**

*PROMPT: Do not read out, code all mentioned*

They left your company	
They changed jobs within the company	
They couldn't complete because of caring responsibilities	
They did not enjoy the training	
There was not enough support available to them	
They could not combine the training with their work responsibilities	
Personal reasons	
Don't Know	
Other (WRITE IN )	

**25. Thinking just about the women who have/woman who has completed the programme, would you say that taking part has been very successful, fairly successful, not very successful or not at all successful.....?**

*Read out, code one only*

Very successful	
Fairly successful	
Not very successful	
Not at all successful	

**26. How many of the women who took part in the programme have .....?**

*Read out, code one only*

Obtained a full qualification	
Obtained a partial qualification	
Started working towards obtaining a full or partial qualification	
Accessed further training that does not lead to a qualification that they would not have been eligible for otherwise	
Received a promotion	
Received a pay increase	
Improved their career prospects	
Changed their job role in some other way [SPECIFY]	
Left to take up jobs with other employers	
None of the above	
Don't Know	

**27. You said that [some] your staff obtained qualifications or partial qualifications as a result of taking part. Was the fact that the training led to the achievement of a qualification....?**

*Read out, code one only*

Very important in your decision to participate	
Quite important	
Not very important	
Not at all important	
DK	

**28. I'd like to know whether you feel that the outcomes that you have received from your involvement with the initiative represents good value for money for your financial contribution. Would you say that your experience represents....**

*Read out, code one*

Very good value for money	
Fairly good	
Fairly poor	
Very poor value for money	
Don't know	

**29. Are there any ways in which you feel that the initiative could have been modified so that it met the needs of your organisation better?**

*Probe for full answer*

--

**30. As a result of your involvement with the women and work programme, would you say that you are much more likely, a little more likely or no more likely to do any of the following?**

*Code one answer per statement*

	Much more likely	A little more likely	No more likely
Monitor the progression of women within your organisation			
Take action to ensure that a greater proportion of women reach management positions			
Invest in training specifically aimed at women			

**31. And do you think that your involvement with the initiative has....?**

Exposed you to new training providers that you might use in the future	
Exposed you to different ways of delivering training that you may adopt in the future	

**32. Do you think that involvement with the women and work programme has had any longer-term impact on the attitudes towards the employment and progression of women within your organisation?**

*Probe fully*

--

**ADDITIONALITY OF TRAINING / DEVELOPMENT ACTIVITY**

**33. Does your establishment ...?**

*Read out, code all mentioned*

Conduct training or development needs assessments	
Conduct staff appraisals (formal or informal)	
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	
Have a budget for training or development expenditure	
Have an equal opportunities policy or plan	
None of these	
Don't know	

**34. Before you became involved with the women and work programme, was the type of training and development activity it has provided something that.....?**

*Read out, code one only*

Your organisation had never thought of providing for women	
Had been considered in the past but decided against it	
There was a vague plan to provide at some point	
The organisation was actively looking to arrange	
Don't know	

**35. If the Lantra training or development activities had not been available how many of the women who took part, would have received similar training or development activities?**

*Probe fully*

**36. And if you had used some other route to deliver this training or development, do you think that it would have happened sooner, at about the same time or later than the women and work programme training or development took place?**

*Read out, code one*

Sooner	
At about the same time	
Later	

**LIKELIHOOD TO PARTICIPATE IN THE FUTURE / ADVOCACY**

**37. If the women and work programme were to be continued beyond March, how likely would you be to continue to participate in the programme?**

*Read out, code one*

Very likely	
Fairly likely	
Not very likely	
Not at all likely	

**38. Why would you be unlikely to continue to participate?**

*Probe fully*

**39. Which of the following best describes your attitude towards recommending the women and work programme to other employers?**

*Read out and code one only*

I'd proactively recommend taking part to other employers	
I'd be positive about the initiative if asked for my opinion	
I'd be neutral about it if asked for my opinion	
I'd be negative about the initiative if asked for my opinion	
I'd proactively advise others against taking part in the initiative	
Don't Know	

**40. And how positive would you feel about working with Lantra on other training or workforce development initiatives in future. Would you say that you feel....?**

*Read out, code one*

Very positive	
Fairly positive	
Neutral	
Fairly negative	
Very negative	

**PREVIOUS TRAINING OR DEVELOPMENT ACTIVITY AND COMPANY DETAILS**

For the woman/women who took part in the programme:

**41. For how many of those women have your company arranged other off-the-job training or development for over the last year? *If don't know, probe for estimate***

**42. And more generally, for how many of your other staff working for your organisation in England have you arranged off-the-job training or development for over the last 12 months? *percentage, probe for estimate***

**43a. And over the last 2 years has your establishment received any funding for training or development from any external organisation OTHER THAN that provided by the women and work programme?**

Yes	
No	

**43b. If yes...**

**Who did you receive funding from**

*Probe fully*

**44. And in total, how many staff work for your organisation in England?**

*If unknown, probe for estimate*

**45. How many of your staff are female?**

*If unknown, probe for estimate*

**46. Approximately how many staff do you have in management positions for your organisation in England?**

*If unknown, probe for estimate*

**47. How many women fill management positions in your organisation?**

*If unknown, probe for estimate*

**49. To what extent do you agree or disagree with the following statements?**

The initiative has...

	Agree strongly	Agree slightly	Disagree slightly	Disagree strongly	Don't know
helped us to retain employees					
increased staff productivity					
Improved customer service					
Improved efficiency in processes					
Increased job satisfaction and morale amongst employees					
Improved how staff work as a team					
Increased employee motivation					
Increased capacity to adopt new technologies and methods					
Increased innovation					
Other (WRITE IN)					

**Thank you very much for taking part, your comments are appreciated. Lantra may do further work on this in the future, if so would you be willing to be contacted again?**

If yes check:

Name \_\_\_\_\_

Number \_\_\_\_\_

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## Lantra

Lantra is the Sector Skills Council supporting skills, training and workforce development for businesses in the environmental and land-based sector. We are committed to helping everyone access the training, qualifications, skills and knowledge they need for business success and to develop their career.

We are an independent, UK-wide organisation that is owned and managed by our industries, which are grouped around land management and production, animal health and welfare and environmental industries.

We lead the way in understanding our industries' future skills and business needs. We work together with trade organisations, unions, training providers, governments and many more to maximise investment in skills.

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**LANTRA** Environmental and land-based skills

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INVESTOR IN PEOPLE

