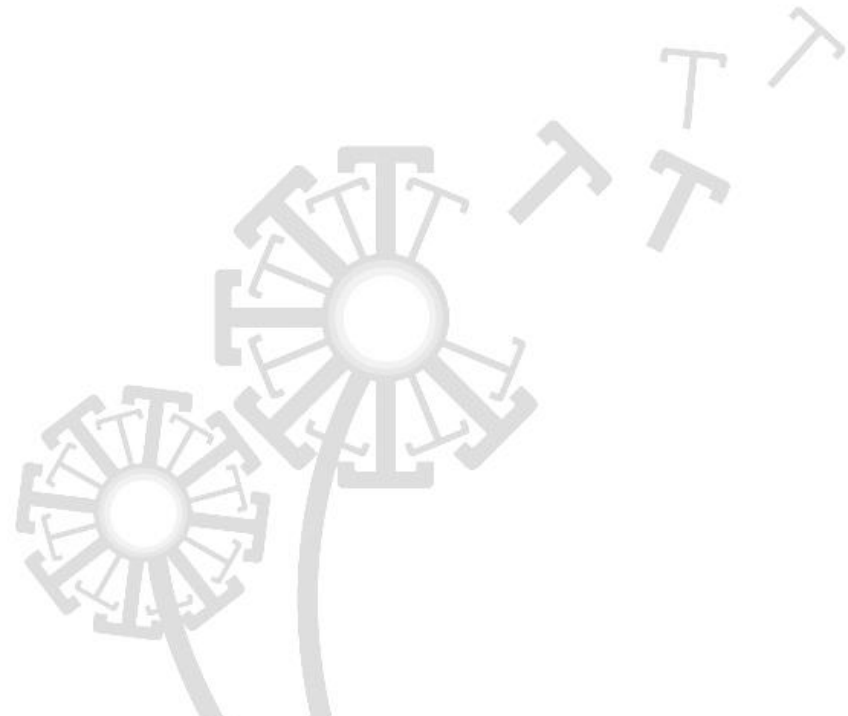


Flexible Career Pathways for Retail Pilot



Project Summary

- Partnership project between Pets at Home and Timewise Foundation
- To develop and pilot career progression pathways into flexible management roles for women in entry level part time jobs.
- Evidence highlights this is the largest cohort (64%) most affected by low pay and least likely to progress.
- Innovative approach:
trailing a job design rather than a skills solution.



The Timewise group



The Timewise Foundation promotes the social and business benefits of flexible working through research, public affairs and initiatives like the Power Part Time List.
0207 633 4559



Events, consultancy and training to help employers bring flexible working to life. We help Partners explore ways to aid career progression and maintain a diverse pipeline of talent.
0207 633 4420



The only UK jobsite exclusively for roles that are part time or open to flexibility. We provide a platform for businesses to position themselves as inclusive employers, reaching a diverse talent pool of candidates.
0330 355 3555



Our recruitment agency will find your business the right candidate from the best talent available – whether you need someone full time, part time or have flexibility to offer.
0207 633 4444

Timewise Partners

Corporate Partners



Public Service Partners



Lack of flexibility – not skills - a major career block

- 6.1m of the UK's 8.3m part time workers, are women
- Almost 50% of women in part time work are overqualified, compared to 16% of all employees.
- 77% of part time workers feel **trapped** in their current role
- Our analysis: gender and working part time are strongly correlated with being stuck in low pay.

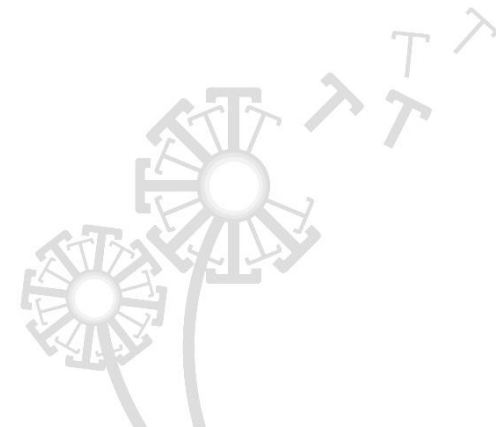
Sources:

Office for National Statistics (2014)

Schuller (2011) 'Gender and Skills in a Changing Economy' UK Commission for Employment and Skills

'Pay Progression: 'Understanding the Barriers for the Lowest Paid': (2014) CIPD & Tooley Street Research

'The Flexibility Trap' (2013) Timewise Foundation



Flexible hiring... a new business tool



A social and business opportunity

- Pets at Home PLC are UK's leading pet care retailer, with 394 stores nationwide and 6500 colleagues. Sunday Times No1 Big Company to work for 2013
- Analysis by Pets at Home highlights that the gender ratio at colleague level is 60/40 but this flips to 40/60 at store manager level
- Business driver to nurture talent, and support more female colleagues to progress
- Reduce churn, harness existing talent, improve customer service.
- Pockets of good practice – need to better understand and replicate.



Pilot outline

Objective

By April 2016 in 1 UK region, retail chain Pets At Home plc. seeks to support the promotion of up to 30 female Colleagues into **20 Assistant Manager** positions on a part-time and flexible basis

Partnership

Pets at Home are partnering with flexible working experts and organisation development consultants Timewise, and research and evaluation specialists Tooley Street Research

Funding

The pilot project is part of a national programme funded by the UK Commission for Employment and Skills [UK Futures Programme](#).

Four phases of work

(1) April – June 15: Baseline

Researching the business operational context and individuals' perceptions of flexibility and opportunities for progression, and agreeing the scope of the pilot programme

(2) July – August 15: Design and Build

Making decisions about the programme content, support materials, and processes, how it is going to run, and how it will be evaluated

(3) September 15 – March 16: Get ready and Go

Preparing people for what is going to happen, and making it happen

(4) April – June 16: Assess and Share

Reviewing what worked and why, and sharing what we find out

Success Measures

- **Expected outputs:**

- targeted promotion of at least **20 flexible manager opportunities**
- Up to **30 colleagues** (including job share) progress into flexible management roles
- Production of full evaluation, **guidance, case studies and tools**

- **Outcomes**

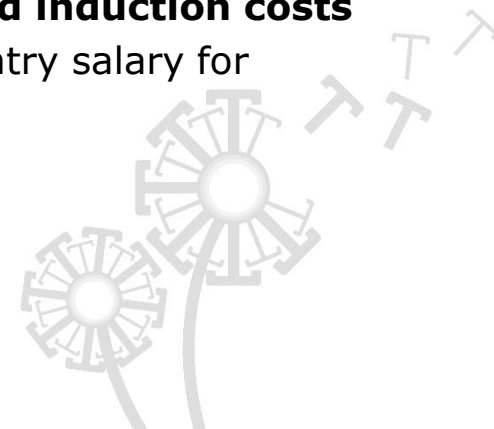
- an increase in more management **roles advertised with flexibility**
- higher documented levels of **employee engagement** through staff surveys
- evidenced **positive attitudinal change** amongst hiring managers towards job sharing and job and team design to accommodate more flexible working patterns

- **Impact**

- **improved customer service, reduced recruitment and induction costs**
- Measurable **increase in pay** for women in PaH (£6.59 entry salary for colleagues)

- **Policy Implications**

- Tackling in-work poverty
- Universal Credit



3 job design avenues to approach

We propose three potential approaches to addressing the issues, each differentiated by the anticipated scale of positive impact and ease or difficulty of implementation

