

Women In Technology Leadership Round Table *Fall '17 Event Summary*



EVENT

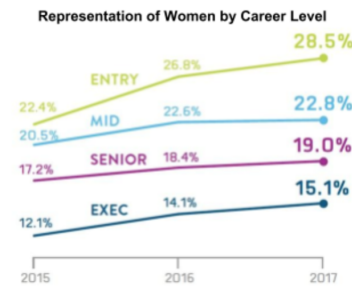
*Women in Technology
Leadership Round Table*
November 3, 2017
UC Berkeley
witi.berkeley.edu

OVERVIEW

Leaders in the tech industry, academia, and nonprofit sector convened at UC Berkeley on Friday, November 3, 2017, for the fifth semi-annual Women in Technology (WiT) Leadership Round Table. Discussion focused on the adoption of standardized and meaningful diversity metrics by companies. Tracking progress across companies will lead to results that can be compared and will improve strategies for reducing the gender divide. This discussion is part of an ongoing effort to persuade organizations to “face the data” regarding the lack of diversity, a theme which emerged from the inaugural Round Table event in Fall 2015. A report with recommendations for metrics to monitor and track progress was released in 2016 and discussed at the Spring 2017 WiT Leadership Round Table. The November 3 Round Table reached consensus on a minimum set of metrics and charted a course of action (roadmap) for their broad adoption to enable a goal of 25% representation of women in the U.S. technical workforce by the year 2025.

1 CURRENT STATE AND BEST PRACTICES FOR EXPLORING GENDER DIVERSITY IN TECH

Dr. Roshni Kasad set the context for the meeting by providing a snapshot of the current state of women in tech, based on the results of an annual survey administered by AnitaB.org as part of its “Top Companies” program. Since 2011, this program has gathered diversity data as reported by participating companies and from their websites. AnitaB.org evaluates companies based on (i) representation of women in technical roles, and (ii) rates of recruitment, retention, and promotion. The 2017 survey had 63 participating companies collectively employing more than 574,000 technologists, of whom over 131,000 are women. Results from the most recent 3 years indicate that the percentage of women in technical roles overall has increased from 20.76% in 2015 to 22.95% in 2017, with the most significant growth at the entry level. However, the rate at which women were promoted to mid-level positions was lower than that for men. Furthermore, retention of women continues to be an issue: a greater percentage of women (5.7%) than men (5.3%) voluntarily left their organizations in the previous year. The 2017 survey data on retention follows the finding from the previous year’s survey that women technologists are more ‘at risk’ to leave their organization than male colleagues; 17.6% versus 12.9%. One favorable finding is that the percentage of participating companies with policies requiring pay equity by gender has increased to 61.9% in 2017; nearly 90% of the companies with such a policy hold themselves accountable through formal audits. Programs and policies that are more prevalent among the companies who scored above the mean are Flex Time (including remote working, flexible schedule, and flexible hours); Leadership Development (for women technologists, especially at the mid-career and executive levels); and Gender Diversity Training (addressing the value of gender diversity and barriers to building inclusive teams).

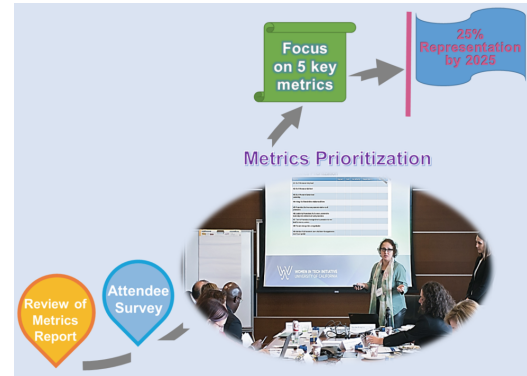


Mr. Ed Zabasajja shared lessons learned from the Diversity and Inclusion journey of Intel Corporation, reiterating the need for data to understand the issues. The company has developed an information technology platform to track and integrate data so that learnings can be scaled. In addition to instituting a formal pay equity program, the management has paid close attention

to recruitment, retention, and promotion. To improve retention, a novel “warmline” program allows employees to confidentially voice concerns about their experience with management and overall. To date, this service has been used by 10,000 employees, representing 10% of Intel’s workforce. It is critically important that those who respond to the concerns are not in the employee’s line organization; respondents to the warmline are responsible for uncovering systemic issues and suggesting proactive interventions. For example, inputs to the warmline have resulted in retraining of managers. More than 90% of employees who use the warmline have stayed with Intel. In summary, it is important to set clear goals at all levels of the enterprise, gather data to gain actionable insight, hold managers accountable for progress, and learn from each failure. It is notable that a tone of inclusion and respect has been set from the top, by the CEO. Managers are measured and rewarded based on their performance evaluations, which include diversity among the performance goals.

2 BUILDING CONSENSUS FOR SIGNIFICANT DIVERSITY METRICS

To provide context for the ensuing discussion, Professor Andrea Goldsmith (Stanford University) reviewed the history of the WiT Leadership Round Table Metrics Working Group and recommendations from its report of November 2016. The recommended metrics include quantitative stationary metrics, such as the percentage of women technologists at different organizational levels, as well as quantitative flow metrics that track changes in an organization, such as promotion rates. Qualitative metrics, such as having employee programs and diversity policies, were also recommended.



Dr. Gitanjali Swamy (IoTask) and Dr. Virginia Smith (Stanford University) provided a starting point for the consensus-building process by sharing results of a pre-meeting survey of Round Table participants. Tracking the participation of women at entry and senior levels was deemed to be most important among the stationary metrics; companies can use this data to set hiring, promotion, and retention goals, which can be factored into leadership reviews. Respondents also indicated that the percentage of women promoted and the percentage of women who voluntarily leave the organization are critical flow metrics; companies can use these metrics to assess progress toward achieving diversity and eliminating gender bias in promotion and hiring practices. Time to promotion and time to attrition metrics are least implemented. Survey results also indicated that accountability policies are most critical but are implemented the least due to roadblocks, especially in a big company that requires tracking through multiple organizational units.

Dr. Swamy then led a process to identify a shortlist of meaningful diversity metrics that can be practically implemented by companies. Each Round Table participant was given a list of 14 quantitative (static and flow) metrics and qualitative metrics, and scored each metric with respect to:

- impact: in promoting inclusion and diversity
- value: to the company's business beyond human resources
- cost: to implement
- time: to implement
- sensitivity: the need to collect data a company may consider confidential

Individual inputs were tallied, and after some lively discussion the group reached consensus on the following **minimum set of meaningful diversity metrics of highest priority for deployment**:

1. Percentage of female hires relative to all hires.
2. Percentage of women in senior-level leadership, mid-level management, and entry-level technical positions.
3. Percentage of women promoted relative to all promotions.
4. Percentage of women promoted to leadership roles relative to all such promotions.
5. Percentage of women vs. percentage of men who leave the organization over the most recent 3-year period.

3 ROADMAPMING THE ADOPTION OF DIVERSITY METRICS



Our vision is that the adoption of meaningful diversity metrics will serve as a tool to help companies increase the inclusion of women in the technical workforce. Therefore, the Round Table concluded with a discussion of how best to promulgate the minimum set of diversity metrics to companies

across the tech industry, toward the **goal of attaining 25% representation of women in the U.S. technical workforce by the year 2025.**

Round Table participants agreed on the importance of increasing the number of companies that adopt meaningful diversity metrics, and also recognized that sharing data is important since it can facilitate the adoption of accountability policies, an important step to create progress. Publishing diversity data will put pressure on the tech industry as a whole, as well as on the senior leadership within a company. Companies may be reluctant to share data, but this can be accomplished stepwise – first the easy data (such as percentage of women hired) and later the more difficult data (such as percentage of women promoted and retained). As an incentive, companies who adopt and publicize meaningful diversity metrics can effectively leverage this in recruitment.

4 CALL TO ACTION

We are grateful for the commitment to action of the Round Table participants.

Ms. Leslie Tugman (SEMI Foundation) offered to engage member companies of SEMI, the global industry association serving the manufacturing supply chain for the micro- and nano-electronics industries. As a first step, she will include questions in SEMI's annual membership survey to determine how many companies already have adopted metrics in the Round Table's minimum set.

We welcome suggestions for forming strategic partnerships with other industry associations and nonprofit organizations such as AnitaB.org, to build momentum for the “face the data” initiative. Other ways that participants can further the work of the Round Table include:

- Facilitating connections with industry associations and other organizations that can help promote adoption of the priority set of diversity metrics
- Fundraising to sustain the work of the Round Table and WITI@UC

Feedback and ideas for the next Round Table are solicited via [this online survey](#).

The Spring 2018 Round Table is scheduled for Friday, June 8, 2018. We cordially invite all past participants of the WiT Leadership Round Tables to join us. We also welcome representatives from companies who would like to join this initiative to lower barriers for women in technology.

5 APPENDIX

The following metrics were ranked by the Round Table participants to be most impactful for tracking progress toward lowering barriers for women technologists.

Metric	Impact	Cost	Time	Sensitivity	Value	SCORE*	RANK
Accountability policies	31	33	30	32	24	-8	5
% of women in senior-level leadership roles	29	13	11	14	25	30	1
% of women promoted relative to all promotions	28	15	16	23	31	28	3
% of female hires relative to all hires	27	12	12	21	26	29	2
% of women promoted to leadership roles relative to all such promotions	27	13	17	21	27	24	4

* Score = Impact + Value - Cost - Time - Sensitivity

While having accountability policies was deemed critically important, participants felt that the inclusion of this qualitative metric in the priority set of metrics would be an impediment to broad adoption when cost, time, sensitivity and value are taken into consideration.

The next most highly ranked metric was “percentage of women vs. men who leave the organization over the most recent 3-year period,” which was agreed to be important to include in the priority set of metrics.