



# **TECHTALENT CHARTER:**

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**Version IV**

**November 2015**

## TECHTALENT CHARTER STATEMENT

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TechTalent Charter (the "Charter") signatories believe that tech talent is critical to the future of the UK economy, and a commitment to diversity and inclusion in the recruitment and retention of tech talent is essential to deliver the skills required to fuel our economy, and to fully reflect the society that the world of tech serves.

There is a requirement for 745,000 tech workers by 2017<sup>1</sup> and 1 million by 2020 in the UK<sup>2</sup>. Yet there is a reported shortfall of skilled tech workers, with open positions in tech not being filled and not enough people being trained at the moment. Diversity within the current tech workforce is a real issue with, for example the participation of females is disproportionately low with only 17% of tech and telco workers in the UK being female<sup>3</sup>. The Charter's aim is to take positive action to try to increase this ratio to reflect the make-up of the UK population.

This commitment makes sense because 'something that is "for everyone", needs to reflect that. And that means being built by everyone'<sup>4</sup>. Attracting and retaining the best, most diverse talent, provides the UK with the competitive edge, and helps us deliver tech solutions that cater for the needs of all of society. It enables us to understand and meet customer needs more effectively and provide world-leading quality tech services and solutions.

### **Signatories of this charter will:**

1. Commit to best practice in recruitment and retention practices as employers/organisations by implementation of the 'Rooney Rule' in the recruitment process (where available, interview at least one female candidate as part of interview process) and adherence to agreed recruitment and retention Charter best practice guidelines.
2. Encourage and support adoption of diversity best practice by adhering to the 'tech inclusion' accreditation scheme and recommended recruitment and retention guidelines.
3. Explore and collectively support initiatives to address much needed longer term programmes to build a strong tech talent pipeline among the younger UK generation and aid those returning to the workforce after an absence.

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<sup>1</sup> O2 (2013), The Future Digital Skills Needs of the UK Economy

<sup>2</sup> Martha Lane Fox: <http://www.doteveryone.org.uk/>

<sup>3</sup> Nesta.org.uk

<sup>4</sup> Martha Lane Fox: <http://www.doteveryone.org.uk/>

4. Appoint a senior level, named representative with responsibility for the charter commitments from each signatory organisation.
5. Work collectively with other signatories to develop and implement future protocols that support the practical implementation of the aims of this Charter. Share examples of activities that can contribute to real and practical progress and change.
6. Upon signature of the Charter, to establish a set benchmark for measurement, signatories agree to share and publish (on an anonymous basis) the diversity profile of UK employees, details of UK interviewee panel make-up (where available) and any work on equality, diversity and inclusion.
7. To measure and monitor progress of the Charter and its protocols, publish an annual joint report based on contributing data shared from all signatories. Shared data will be provided bi-annually from the initial benchmark submission and will form the basis of regular measurement of progress. The report will facilitate communication between all signatories and various stakeholders, such as government, employees, industry and clients.

**Contents**

TECH TALENT CHARTER STATEMENT .....2

1.1 TechTalent Charter Mission .....5

1.2 TechTalent Charter Rationale .....5

1.3 TechTalent Charter Commitments .....6

2. TechTalent Charter Participation .....7

2.1 Benefits to Charter Signatories.....7

2.2 Eligibility Requirements and milestones.....7

2.2.1 Charter Eligibility Requirements .....7

2.2.2 Charter Milestones.....8

2.2.3 Proposed Working Structure Of Charter: Work Streams .....9

2.2.4 Financial Support to Meet Aims of Charter .....10

APPENDIX 1: REFERENCES.....12

APPENDIX 2: DEFINITIONS.....13

APPENDIX 3: RECRUITMENT BEST PRACTICE .....14

APPENDIX 4: RETENTION BEST PRACTICE .....16

## 1. Introduction

### 1.1

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#### TALENT CHARTER MISSION

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TechTalent Charter signatories believe that tech talent is critical to the future of the UK economy and a commitment to diversity and inclusion in the recruitment and retention of tech talent is essential to deliver the skills required to fuel our economy and to fully reflect the society that the world of tech serves.

“It is in within our reach for Britain to leapfrog every nation in the world and become the most digital, most connected, most skilled, most informed on the planet.”

**Martha Lane Fox**

There is a requirement for 745,000 tech workers by 2017 and 1 million by 2020 in the UK. Yet there is a reported shortfall of skilled tech workers, with open positions in tech not being filled and not enough people being trained at the moment.

**Currently the participation of females is disproportionately low with only 17% of tech and telco workers in the UK being female. The Charter’s aim is to take positive action to increase this ratio to reflect the make-up of the UK population.**

### 1.2 TECHTALENT CHARTER RATIONALE

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This commitment makes sense because ‘something that is "for everyone", needs to reflect that. And that means being built by everyone’<sup>5</sup>. Attracting and retaining the best, most diverse talent, provides the UK with the competitive edge, and helps us deliver tech solutions that cater for the needs of all of society. It enables us to understand and meet customer needs more effectively and provide world-leading quality tech services and solutions.

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<sup>5</sup> Martha Lane Fox: <http://www.doteveryone.org.uk/>

1.3 TECHTALENT CHARTER COMMITMENTS

Commitment:	By:
1. Implement the 'Rooney Rule' <sup>6</sup> in the recruitment process	Each interviewee panel will, where possible, include at least one female candidate. Consideration and inclusion in the interviewee panel and process for females is the goal.
2. Encourage and support adoption of diversity best practice by adhering to the 'tech inclusion' accreditation scheme and recommended recruitment and retention guidelines.	Devising Job Specification Best Practice Guidelines for recruiting tech talent. An accredited 'Tech Inclusion' mark to identify job specifications and person specifications that have been written and promoted to be inclusive, combat unconscious bias and appeal to female candidates.
3. Support building the tech talent pipeline from the younger generation	Explore industry-wide initiatives that can address much needed longer-term goals of building the tech talent pipeline from the younger generation. Initiatives to include scholarship programmes and working with industry, education and government to forge coding and tech skills programmes and communication initiatives.
4. Appoint Responsibility Internally	Appoint a senior level, named representative with responsibility for the charter commitments from each signatory organisation.
5. Work collectively to develop and implement future protocols and share experiences	Working collectively with other signatories to develop and implement future protocols that support the practical implementation of the aims of this Charter. Sharing examples of activities that can contribute to real and practical progress and change.
6. Diversity Profile of tech employees, interviewee panels and diversity initiatives shared for benchmarking	Upon signature of the Charter, sharing and allowing publication (on an anonymous basis in later joint annual report) the diversity profile of UK employees, details of UK interviewee panel make-up (where available) and any work on equality, diversity and inclusion.
7. Joint Annual Report	Publish an annual report in collaboration with all Charter signatories as a monitoring exercise to measure the impact of this Charter and its protocols. The report will facilitate communication between all signatories and various stakeholders, such as government, employees, industry and clients.

<sup>6</sup> The Rooney Rule, named after Pittsburgh Steelers owner Dan Rooney, is a rule established in 2003 which requires every NFL team to interview at least one minority candidate for the head coaching position once there is a vacancy.

## 2. TECHTALENT CHARTER PARTICIPATION

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### 2.1 BENEFITS TO CHARTER SIGNATORIES

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- Opportunity to lead and shape the agenda and develop protocols
- High-profile, public commitment to diversity and inclusion in tech sector
- Access to information, tools and examples of good practice in tech recruitment and retention
- Effective benchmarking of performance
- Accreditation of diversity and inclusion performance
- Connections to the wider business community and industry peers
- Build better business practice that facilitates an improved economy and develops a more diverse tech workforce that enhances business success
- Connected into a programme that is working towards building a pipeline of tech talent

“I like to look at it like a seesaw, if one side is heavier than the other, you don’t get equality by putting the same weight on both sides.”

**Amali de Alwis CEO, Code First Girls**

### 2.2 ELIGIBILITY REQUIREMENTS AND MILESTONES

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#### 2.2.1 CHARTER ELIGIBILITY REQUIREMENTS

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The following table presents the eligibility requirements for the TechTalent Charter.

Requirement	Requirement Description
Desire to make a difference & commitment to the aims of the Charter	Public signature of the Charter, clearly demonstrating commitment to the aims of the Charter.
Senior Stakeholder Buy-In	Senior level sponsor to ensure the Charter has complete buy-in from respective organisation.
Meeting attendance	Attendance at monthly & quarterly Charter meetings.
Time Commitment	Suggested 4 hours (on average) each month dedicated to Charter work.
Financial Support*	Provision of annual membership fee to support development and implementation of Charter. *Please note this will most likely only kick in at phase II in June 2016 when signatories are asked to fully commit to implementation of charter protocols.
Access to information	Providing access to relevant statistics or information of organisation to benchmark and measure diversity make-up performance in accordance with stated Charter aims.

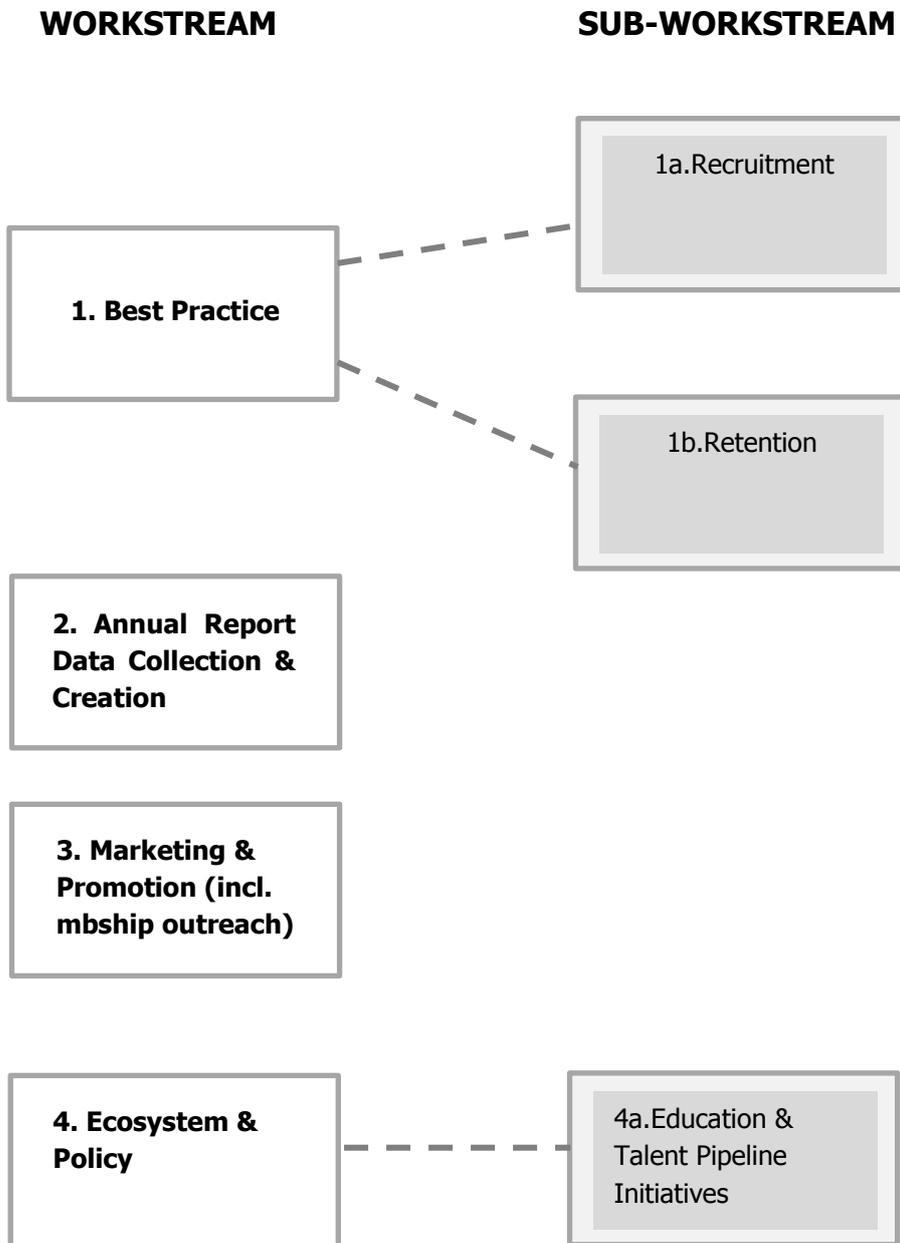
## 2.2.2 CHARTER MILESTONES

The table below lists the high-level milestones of the TechTalent Charter and their estimated completion timeframe.

Milestone	Estimated completion timeframe
Charter document and Work stream approach agreed by TTC Steering group. Initial work stream meetings held to agree plans,	Aug-Oct-15
TechTalent Charter official launch	Nov-15
Organisations sign up to aspire to the principles of the Charter.	Nov-15 onwards
TTC work streams work on delivering agreed objectives and best practice (e.g. tech inclusion accreditation guidelines and Rooney rule guidelines) to enable charter adoption and full implementation by June 2016.	Nov-15 onwards
Job Specification Best Practice Guidelines for recruiting tech talent developed and agreed by all steering group and selected phase I signatories	Jan-May16
Launch of 'Tech Inclusion' mark applied to job and person specifications	Jan-May16
Support building the tech talent pipeline from the younger UK generation	Ongoing
Charter commitments assigned to a named, senior level individual in each signatory organisation	Nov-15 onwards
Develop and Adopt protocols for Charter implementation	Ongoing
Phase II of Charter full adoption launched	Jun-16
Annual Diversity Profile of tech workforce, profile of Interviewee panels and initiatives	Monthly/Quarterly check-ins throughout year 1 <sup>st</sup> Annual publication – June-16
Joint Annual Report	Monthly/Quarterly check-ins throughout year 1 <sup>st</sup> Annual publication – June-16

2.2.3 PROPOSED WORKING STRUCTURE OF CHARTER: WORK STREAMS

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The proposed working structure to support the development and implementation of the Charter is to devise a series of work streams, each focusing on dedicated areas that will feed into the overarching Charter. This structure provides ownership and ensures focus that will help deliver progress within a very complex arena.

## 2.2.4 FINANCIAL SUPPORT TO MEET AIMS OF CHARTER

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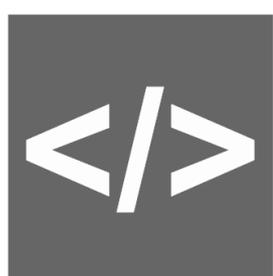
Membership Fee

Sponsorship

Workshop and event programme

TechTalent Awards

The above possibilities are to be explored via each work stream and agreed in 2016.



# TECHTALENT CHARTER:

## TECHTALENT CHARTER:

### Appendix

## APPENDIX 1: REFERENCES

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The following table summarizes the documents referenced in this document.

Document Name and Version	Description	Location
<p><b>DOT EVERYONE -</b> Power, the Internet and You Martha Lane-Fox</p>	<p>Transcript of Martha Lane-Fox's lecture where she outlines her vision for Britain's digital future, tackling three main themes:</p> <ol style="list-style-type: none"> <li>1. Understanding the internet at all levels of society</li> <li>2. Women's role in technology</li> <li>3. How to manage the thorny ethical and moral issues that the internet has brought about.</li> </ol> <p>She asserts: "It is in within our reach for Britain to leapfrog every nation in the world and become the most digital, most connected, most skilled, most informed on the planet."</p>	<p><a href="http://www.doteveryone.org.uk/">http://www.doteveryone.org.uk/</a></p>

## APPENDIX 2: DEFINITIONS

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The following table provides definitions for terms relevant to this document.

Term	Definition
Tech Talent	For the purposes of this document “tech talent” refers to those in the working population who are already working in tech roles, or who can be upskilled to learn relevant digital skills.
‘We’ ‘Us’ ‘Our’	For the purposes of this document “we” or “us” refers to the signatories of the TechTalent Charter, including Monster and individuals (or their designated representative) acting on behalf of their company or employer.
‘Rooney Rule’	The Rooney Rule, named after Pittsburgh Steelers owner Dan Rooney, is a rule established in 2003 which requires every NFL team to interview at least one minority candidate for the head coaching position if there is a vacancy.

## APPENDIX 3: RECRUITMENT BEST PRACTICE

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Set out below in Appendix 3 & 4 are a selection of best practice guideline notes, collated from Monster and Code First Girls, joint events on Tech Talent, during London tech Week in June 2015. Thanks to Code First Girls for collation of notes and sharing.

### **Best Practice Guidelines for Recruitment of Tech Talent**

#### **Specifying the role and recruitment needs (how people go about defining the role required)**

- Consider the importance of language - avoid using gender coded- terms and sports analogies. Experiment by getting the tech team themselves (not HR) to look over the job specification, as they will be working most closely with the recruit and have a better understanding of what is necessary. Use friendly, welcoming language!
- Think about moving away from traditional requirements e.g. specific university degrees - this may filter out people who are actually very suitable, with a strong willingness to learn. Try to increase flexibility - women are less likely to apply if they cannot tick off all the bullet points in a job specification.
- Express your culture to help differentiate your business and increase the appeal of the role, thereby encouraging more applications.
- Direct meeting - written job specifications can be limiting, as a lot more might need to be expressed e.g. soft skills. Here we see the importance of personal meetings with candidates, this can generate some really great recruits.

#### **Communicating your brand and the requirements in the right way**

- Don't specify that you want more women on the team, as it instils the "imposter syndrome", sounding like you just need to fill a quota. Instead, it is better to highlight a collaborative, open environment as this may help attract more women to apply.
- Ensure that you differentiate between the necessary skills and the nice-to-haves.
- Market your culture to create a followership from which recruits can be selected: big firms, can promote the image of their company; small firms can emphasise any flexible working options available and the work/life balance that larger companies may not be able to offer.
- Show you care about personal development.

#### **Finding people**

- Tech is an industry in which there is a great demand for talent, due to the shortage of talent. Accordingly, companies need to be proactive and start approaching candidates - meetups, conferences, referrals... (Get the team to be brand ambassadors at the meetups they go to!)

- Different job sites attract different audiences, e.g. Stack Overflow attracts high level users/potential candidates.
- Incubator spin-offs have been a great source of talent for big companies as they allow developers the freedom to explore.

### **Selecting the right person**

- Formal whiteboard sessions may not truly show a candidate's potential as a lot of women who are put off by the "performance" aspect. Be wary of a recruitment process that perhaps may seem too competitive and male-oriented.
- "Culture fit" - assess a candidate's communication skills by having them converse with a non-tech member of staff.

### **The offer negotiation**

- Money isn't everything - make sure you listen to the person about what they want.

## APPENDIX 4: RETENTION BEST PRACTICE

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### Team entry

- Set up systems access before starting the job, ensuring the recruit is happy with work environment.
- It is important for the new recruit to meet the whole team as soon as possible, including senior management as this helps them to acquaint themselves with the organisation's culture even in a large organisation.
- Github - ensure everything has a README file which explains ownership etc.
- Training new recruits in standard practise - good/ bad habits etc.

### Continued learning

- Developers (generally speaking) might care more about their own careers than about company ethos, so training and career progression is important for high retention and preventing stagnancy. Examples include: having a teaching budget available, allocating training time to staff, giving staff freedom to do personal projects (and then presenting these to colleagues), and pairing junior and senior developers with one another.
- Soft skills training is also important - e.g. team management workshops.

### Performance and promotion

- "360" Peer review is often conducted every 6 months, for everyone including managers. This can be used for promotions too - peer nominations.
- Tech specialists might not necessarily want to gain more management responsibility (just want to continue coding- how can they "progress their career" but only in a technological sense?
- Flat structure - promotion is more a recognition of progression rather than a moving up in hierarchical rank.

### Lifestyle vs money, and maintaining healthier more engaged teams

- Offering flexitime and a good work-life balance.
- Recognise what is important to staff, rather than just guessing (it's not always money!)

### **It's the little things**

- Give staff respect and appreciation - just the words "well done" to recognise hard work from an employee goes a long way.
- Encourage team members to help each other.
- Acknowledge with your team when things have gone wrong. Be constructive to try to work out why things have gone wrong and how to learn from the experience.
- If a project has gone well, do not just offer some alcohol-based reward e.g. just going to a bar as it may exclude non-drinkers.
- Marry an individual's personal goals with company goals as it demonstrates you care more about them and want them to grow.
- Peers rather than manager should be encouraged to give recognition. (Praise from other engineers is generally more appreciated than non-engineer praise.)
- World service at BBC: celebrate festivals from every nationality.

### **Warning signs and monitoring**

- Communication - Try to make it easier to allow employees to bring up problems with their manager rather than keep up a façade.
- Monitor boredom.